



**WORK - LIFE BALANCE AMONG EMPLOYEES: A STUDY WITH SPECIAL
REFERENCE IN BRAKES INDIA PVT. LTD.**

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ABSTRACT

Work-life balance has become a critical factor in determining employee productivity, job satisfaction, and overall well-being. This study aims to examine the work-life balance practices among employees of Brakes India Pvt. Ltd., focusing on how organizational policies, managerial support, and personal time management influence employee experiences. Primary data was collected through structured questionnaires distributed to employees across various departments. The study explores factors affecting work-life balance, including workload, flexible working hours, and stress management initiatives. The findings reveal the extent to which employees are able to balance professional and personal commitments and provide insights for enhancing organizational strategies to promote employee satisfaction and efficiency. The study also offers recommendations for both management and employees to foster a healthier work environment.

Keywords: Work-Life Balance, Employee Satisfaction, Organizational Policies, Stress Management, Brakes India Pvt. Ltd. and Flexible Working Hours.

Introduction:

In today's fast-paced corporate environment, achieving a balance between professional responsibilities and personal life has become a major concern for employees across industries. Work-life balance refers to the ability of individuals to effectively manage work demands while maintaining time and energy for personal and family life. It is widely recognized as a key factor influencing employee productivity, job satisfaction, and overall well-being.

Organizations are increasingly acknowledging that promoting a healthy work-life balance not only improves employee morale but also contributes to higher retention rates, better performance, and a positive organizational culture. Factors such as flexible working hours, leave policies, employee support programs, and stress management initiatives play a significant role in helping employees maintain this balance.

Brakes India Pvt. Ltd., a prominent company in the manufacturing sector, employs a diverse workforce that faces unique challenges in balancing work and personal life due to high workload and operational demands. This study focuses on understanding the current state of work-life balance among employees of Brakes India Pvt. Ltd., identifying the factors that affect it, and providing insights for strategies that can enhance employee satisfaction and organizational efficiency.

Largest Brake System Manufacturer in India which was established in 1962 with 2840 committed Employees and the Strength of 666 Engineers. It was built up with space of 1,000,000 Sq. Ft and have seven Manufacturing Locations across the Country. They are Catering to 70 Leading

Customers Quality Systems certified for TS 16949, ISO 14001. They were awarded for TPM.

The strength of Brakes India lies in :

- its ability to motivate and harness the capabilities of its human resource develop and nurture a strong vendor base
- its commitment to quality, cost, delivery, - and customer satisfaction
- Strong in-house Research & Development, coupled with access to World Class Technology through collaboration and affiliations worldwide enables Brakes India to provide the Best Braking Solutions and Castings to its customers.

An impressive list of Customers adds testimony to the capabilities of Brakes India.

VISION:

We shall improve the quality of life of our employees and fulfil their reasonable aspirations. By creating an atmosphere of trust and care, we shall work as a cohesive team always encouraging higher standards of performance.

KEY VALUES:

Brakes India is a Value-based organization

and it strongly inculcates and practices key values

- Commitment
- Excellence
- Fairness
- Harmony and Co-operation
- Humility
- Innovativeness
- Integrity
- Orderliness/Cleanliness
- Respect and Concern for People
- Transparency and Openness
- Trust
- Vibrancy

QUALITY ASPECTS:

Brakes India is committed to total quality. We shall

- 1) Achieve this by identifying and meeting the Customer requirements on Quality, Delivery, Price and Service.
- 2) Strive to enhance Customer satisfaction through continual improvement of the effectiveness of the quality management system.
- 3) Comply with the statutory and regulatory requirements.

TECHNOLOGICAL ASPECTS:

Brakes India has continuously upgraded its manufacturing technology to meet the growing customer needs. Operations have been organized into business units to

achieve “focused manufacturing” to improve quality, cost and delivery.

Manufacturing Lean

Brakes India Private Limited takes after the Lean Manufacturing System and the goal is, precise way to deal with distinguishing and dispensing with squander (non-esteem included exercises) through consistent change by streaming the item just when the client needs it called "pull") in quest for flawlessness

TPM

Confirmed for 3 grants from JIPM Japan (Excellence, Consistency and Special) Our Objective is to enhance and advance the viability of assembling gear and tooling. Day by day work administration and Cell administration being honed

BPS

Target of the BPS (Brakes India Private Limited Generation System) is to take care of the client demand on time. Protect client from inside generation issues and creation varieties. It upgrades the Standardized Work, Line Balancing to Take Time, Short Changeover Time, Stable Process, Reliable Machines. BPS Integrates the providers with client request.

Brakes India has ceaselessly overhauled its assembling innovation to meet the developing client needs. Operations have

been sorted out into specialty units to accomplish "cantered assembling" to enhance quality, cost and conveyance.

Cellular Manufacturing

- Based on group technology.
- Cellular manufacturing system has been introduced
- Flexibility to deliver a variety of products in addition to exploiting the benefits of flow line production.

Multi-Functional Approach

- Extensive training is imparted to workers to be multi-functional and multi- skilled
- Paving the way for a flexible workforce in the company.

1.2 PRODUCT PROFILE:

- **Hydraulic Brake Systems:** Brakes India manufactures a range of hydraulic brake systems for commercial vehicles, passenger cars, and motorcycles. These include master cylinders, wheel cylinders, brake boosters, disc brakes, drum brakes, and ABS (Anti-lock Braking System) modules.
- **Air Brake Systems:** The company also produces air brake systems for commercial vehicles, which are

widely used in heavy-duty trucks and buses. These include compressors, brake chambers, slack adjusters, and valves.

- **Clutch Systems:** Brakes India manufactures clutch systems for various types of vehicles, including commercial vehicles and passenger cars. These include clutch plates, clutch facings, and release bearings
- **Friction Materials:** The company is also involved in the production of friction materials such as brake linings, brake pads, and clutch facings. These products are designed to provide high friction and heat resistance, ensuring safe and reliable braking performance.
- **Aftermarket Products:** Brakes India offers a range of aftermarket products for commercial vehicles and passenger cars, including brake pads, brake shoes, clutch plates, and brake discs. These products are available under the Bracewell and Paranjape brands.

All of Brakes India's products are manufactured using high-quality materials and advanced manufacturing processes. The company has a strong focus on research and development, with dedicated teams working on new product development, process improvement, and

cost optimization.

Brakes India's products are sold to leading OEMs in India, as well as to customers in various countries across the globe. The company has established a strong reputation for quality, innovation, and reliability in the automotive components industry.

1.3 NEED OF THE STUDY:

In today's fast-paced work environment, maintaining a healthy work-life balance has become a critical concern for both employees and organizations. This study is essential to assess the current state of work-life balance among employees at Brakes India Pvt. Ltd., Chennai and to understand how effectively they are able to manage their professional and personal responsibilities.

Identifying the key factors that influence work-life balance within the organization will help in recognizing the areas that require attention and improvement. Furthermore, evaluating the impact of work-life balance on employee performance and morale can provide valuable insights into how it affects productivity, job satisfaction, and overall well-being. The findings of this study aim to recommend practical and actionable strategies that can enhance organizational practices, foster a supportive work culture, and improve employee

satisfaction and retention in the long run.

1.4 OBJECTIVE OF THE STUDY:

PRIMARY OBJECTIVE :

- The comprehensive study on work life balance and its perception among employees in brakes India Pvt. Ltd.

SECONDARY OBJECTIVE :

- To identify key factors that influence and improve employee performance in relation to work-life balance
- To explore healthy work-life balance practices that can be implemented to support employee well-being.
- To understand the significance and benefits of maintaining a good work-life balance for both employees and the organization.
- To analyze how organizational policies, such as leave, flexible working hours, and support programs, impact employee satisfaction.

1.5 SCOPE OF THE STUDY:

- The scope of work life balance is geographically wind up in only Chennai state.
- The scope of work life balance study in quantitative and qualitative analysis.
- This research may also yield some discoveries concerning individuals' abilities to achieve work life balance while managing a career as an institutional advancement professional.
- This information may encourage changes in policy and practice within their workplaces or those of other institutions
- Several groups may be interested in the results and conclusions of this research study.
- This research study may be of interest to those exploring work life balance dimensions and theory.

1.6 LIMITATIONS OF THE STUDY:

- The study was done only in the Chennai branch of Brakes India Pvt. Ltd., so the results may not reflect the situation in other branches.
- Only 110 employees were part of the study, which may not fully represent the views of all employees in the company.

- The answers were based on employees' personal opinions, which can sometimes be biased or influenced by their current mood or situation.
- The research was carried out in a short period, so it may not show long-term changes in work-life balance or performance.
- Some personal factors like family responsibilities or travel time to work were not deeply explored, even though they affect work-life balance.

RESEARCH METHODOLOGY

Research is a systematic approach to obtaining and confirming new and reliable knowledge. It defines as a highly intellectual human activity used in the investigation of nature and matter and deals especially with the way data is collected, analysed and interpreted. Survey research is the use of a questionnaire to gather facts, opinions, and attitudes. It is the most popular way to gather primary data.

Research can take various forms, including experimental studies, observational research, surveys, case studies, literature reviews, and theoretical inquiries. Its primary goal is

to contribute to the advancement of knowledge within a particular field or discipline, and it often involves the application of established methodologies, techniques, and principles to generate reliable and valid findings.

3.1 RESEARCH DESIGN:

Research design proposed for the study is descriptive type of research service. This type of research deals with quality of responses from the respondents, attitudes, interests, experience, behavioural, beliefs and values, emotions, personality, and self-concept. This approach seeks to answer questions related to who, what, when, where, and how, rather than why.

Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied. This methodology focuses more on the “what” of the research subject rather than the “why” of the research study. In other words, descriptive research primarily focuses on describing the nature of a demographic segment. Survey research method is predominantly used to describe the

subjects (gender, race, age, income, work status, political affiliation, etc).

Descriptive research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form, such as scores on a test or the number of times a person chooses to use a-certain feature of a multimedia program. Descriptive research involves gathering data that describes events and then organizes, tabulates, depicts, and describes the data collection.

3.2 METHOD OF DATA COLLECTION:

Primary data are fresh data collected through survey from the employees using the questionnaire.

In this study questionnaire helps to recognize the employee work life balance and their perception. It is useful for future studies.

The study focused mainly on primary data collection. There are two types of data collection, they are

- Primary Data
- Secondary Data

PRIMARY DATA:

Primary data is the original information gathered by the researcher. For the first

time, data is collected directly from the field via a survey. These are gathered expressly to address the issue at hand. Primary data can be collected using many methods such as observation, experimentation, surveys, interviews, and questionnaires. The primary data source for this study is a questionnaire.

SECONDARY DATA:

Secondary data refers to data that is already available, meaning it has been collected and processed by someone else. When a researcher uses secondary data, he must look into several places where he might receive it. It refers to knowledge that is previously available, whether published or unpublished. Secondary data sources include books, periodicals, journals, magazines, statistics data, and so on. This study's secondary sources included a firm profile, scope, need, and literature review

3.3 SAMPLING TECHNIQUE:

A simple random sampling or stratified sampling method will be employed based on the specific requirements of the research study. In simple random sampling, each member of the population has an equal and independent

chance of being selected, which helps in minimizing selection bias and ensures that the sample is truly representative of the population. This method is straightforward and is most effective when the population is relatively homogeneous. On the other hand, if the population consists of different subgroups or categories that need to be represented proportionately, stratified sampling will be used. In stratified sampling, the population is divided into distinct subgroups based on specific characteristics such as age, gender, income, or region, and random samples are then taken from each stratum. This approach ensures that important subgroups are adequately represented in the final sample, enhancing the accuracy and relevance of the study findings. By adopting either method according to the research needs, the study maintains fairness in selection and strengthens the reliability of the results.

TYPES OF SAMPLING:

Sampling techniques are methods used in statistics to select a subset (sample) from a larger group (population) for the purpose of making inferences about the population.

- Probability Sampling

- Non-Probability Sampling

PROBABILITY SAMPLING:

Probability sampling is a statistical method used to select a sample from a population in which each member has a known and non-zero chance of being chosen. The key requirement of this method is that every individual in the population has an equal and measurable opportunity to be included. It relies on statistical theory to randomly choose a representative sample from a larger population, allowing researchers to make generalizations or predictions about the entire population based on the responses of the selected group.

NON-PROBABILITY SAMPLING:

Non-probability sampling involves selecting individuals based on non-random criteria, meaning not every member of the population has a chance of being included. This method is generally easier, quicker, and more cost-effective to implement. However, it carries a higher risk of sampling bias, which can limit the accuracy and generalizability of the results. As a result, conclusions drawn from non-probability samples are often less reliable than those

from probability samples. When using this approach, it is still important to make the sample as representative of the population as possible.

3.4 SAMPLE SIZE:

The sample size of the study is 110 respondents.

3.5 TOOLS

AND

TECHNIQUES

USED FOR

ANALYSIS:

STATISTICAL

ANALYSIS:

To analyse and interpret the data collected for this study, appropriate statistical tools were employed with the help of SPSS . These tools helped in understanding patterns, relationships, and differences among variables related to employee performance and work-life balance. The various statistical tools used here are Percentage Analysis, T-Test, Chi- Square, One- Way ANOVA

3.5.1 Percentage analysis

Percentage analysis involves calculating the proportion or percentage of

responses within specific categories relative to the total number of responses. In the context of the study on the work life balance and its perception , percentage analysis can provide valuable insights into the distribution of responses and the prevalence of certain perceptions or experiences among employees.

3.5.2 T-test

A t-test, also known as a student's t-test, is a statistical test used to determine if there is a significant difference between the means of two groups. In the context of the study on work-life balance and its perception, a t-test could be used to compare the means of various variables between different groups of employees. It compares the means of the two groups and assesses whether the observed difference between them is larger than would be expected by chance.

3.5.3 Chi- Square Test:

The Chi-Square test is a statistical method used to determine if there is a

significant association between categorical variables. In the context of the study on the work life balance and its perception at Brakes India Pvt Ltd. It is always testing the null hypothesis, which states that there is no significant difference between the expected and observed result.

3.5.4 ANOVA:

ANOVA (Analysis of Variance) is a statistical method used to compare the means of three or more groups to see if at least one of the group means is significantly different from the others. In the context of the study on the relationship between the work life balance and its perception at Brakes India Pvt Ltd., ANOVA can be used to compare different groups based on these variables

DATA ANALYSIS AND INTREPRETATION

4.1 TEST: PERCENTAGE ANALYSIS

4.1.1 Age of respondents

TABLE 4.1.1 Table showing for age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	71	64.5	64.5	64.5
30-40	21	19.10	19.10	83.6
40-50	12	10.90	10.90	94.5
Above 50	6	5.5	5.5	100
TOTAL	110	100	100	

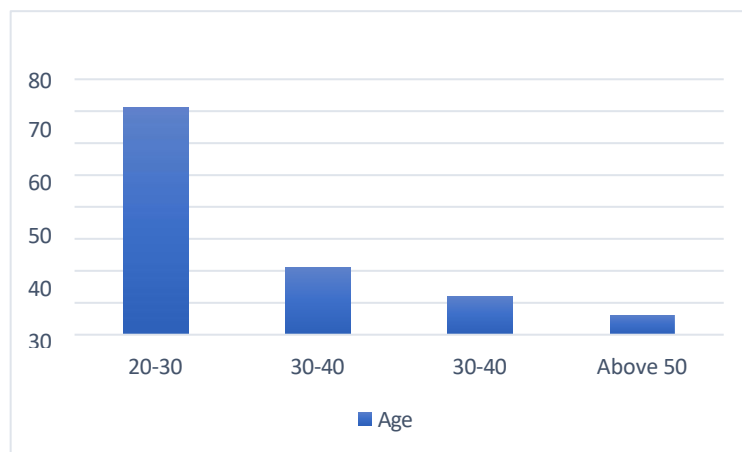


FIG 4.1.1 Figure showing for age of Respondents

INTREPRETATION:

The age distribution of the respondents indicates that the majority 71 individuals (64.5%) are aged from 20 to 30 years, The next highest group is 30–40 years with 21 respondents (19.09%), followed by 12 respondents (10.09 %) in the 40–50 years category, and 6 respondents (5.45%) in the above 50 years range.

4.1.2. Gender of the respondents

4.1.2 Table showing for gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative percent
Male	47	42.72	42.72	42.72
Female	63	57.27	57.27	100
TOTAL	110	100	100	

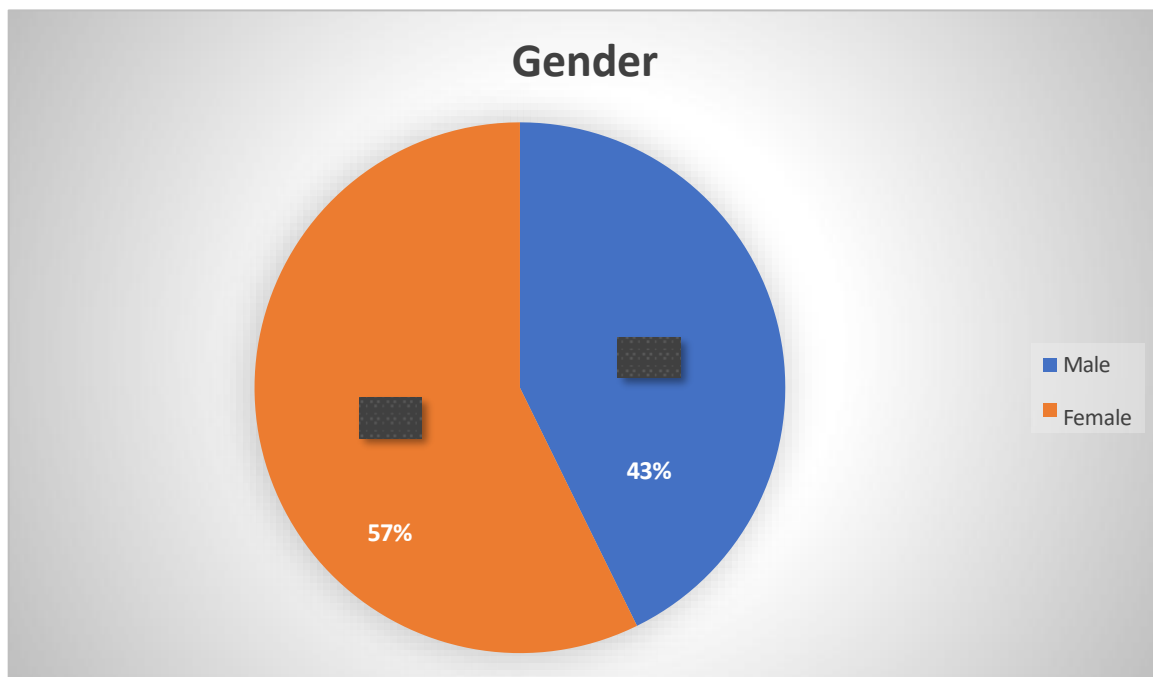


FIG 4.1.2 Figure showing gender of Respondents

INTREPRETATION:

The data shows that out of 110 respondents, 63 (57.27 %) were female and 47 (42.72 %) were male. This indicates a slight male dominance in the sample population. While both genders are well represented, the higher percentage of female respondents suggests that the insights and trends.

4.1.3. Marital status of the respondents

4.1.3 Table showing marital status of the Respondents

	Frequency	Percent	Valid Percent	Cumulative percent
Single	77	70	70	70
Married	33	30	30	100
TOTAL	110	100	100	

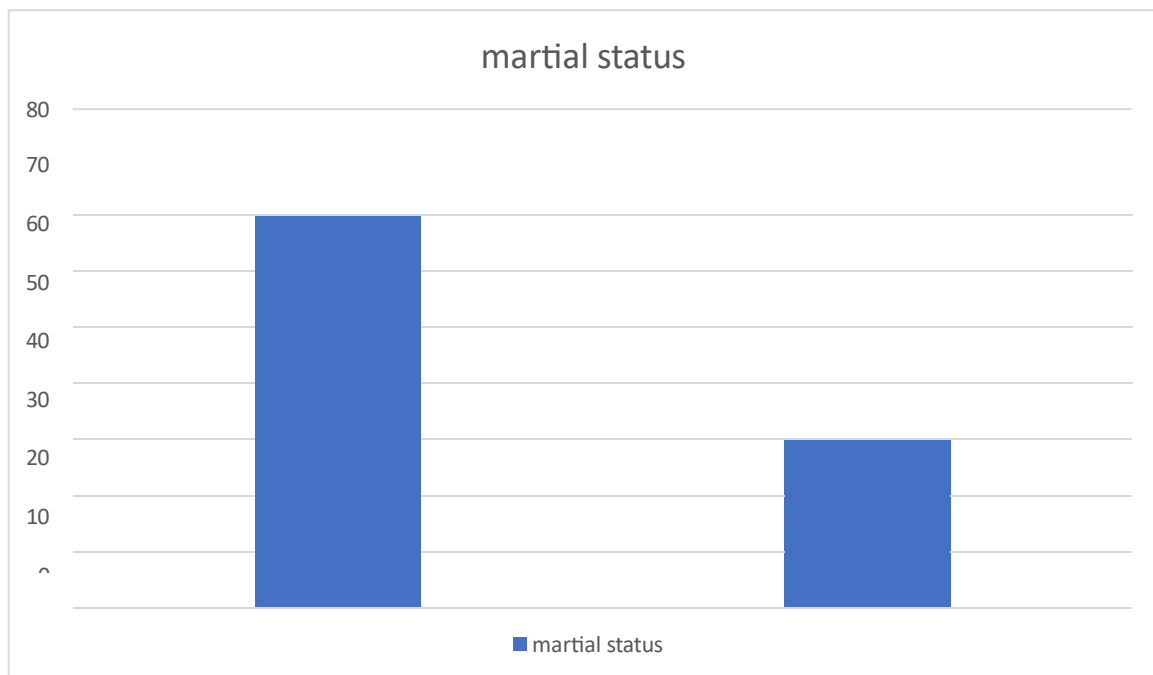


FIG 4.1.3 Figure showing marital status of Respondents

INTERPRETATION:

The data shows that the vast majority of employees out of 110 respondents 77 (70 %) are single, while only a small portion 33 (30 %) are married.

4.1.4. Educational Qualification of respondents

4.1.4 Table showing educational qualification of the Respondents

	Frequency	Percent	Valid Percent	Cumulative percent
Undergraduate	31	28.18	28.18	28.18
Postgraduate	68	61.8	61.8	89.98
Others	11	10	10	100
TOTAL	110	100		

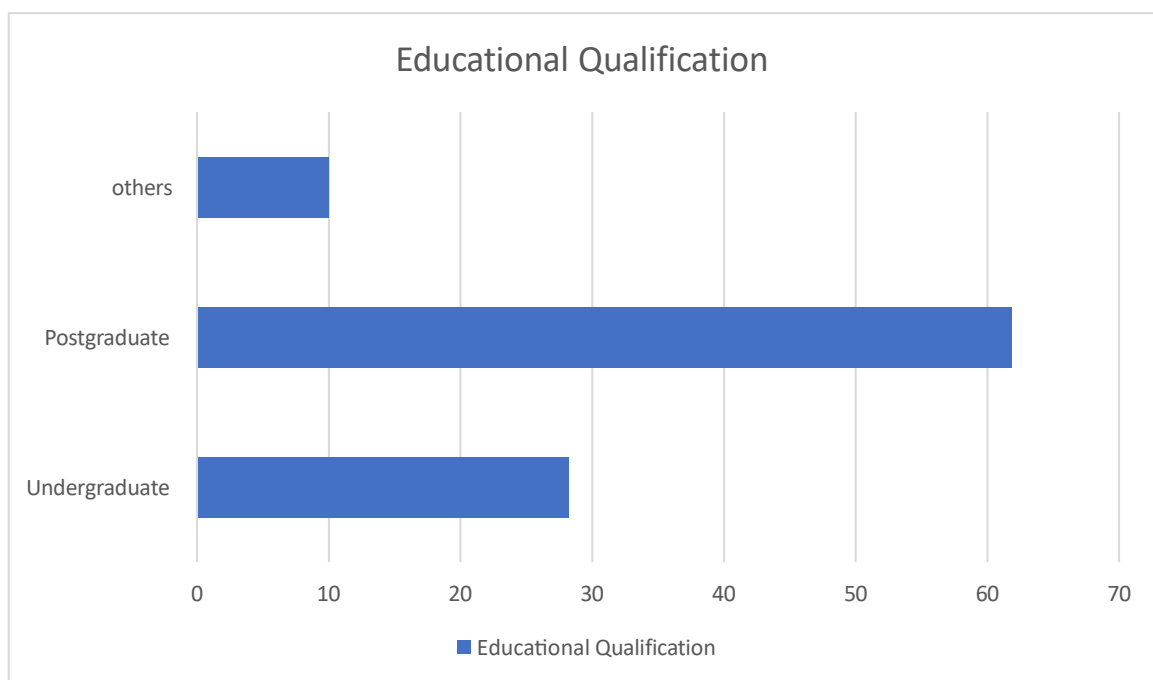


FIG 4.1.4 Figure showing educational qualification of Respondents

INTERPRETATION:

The data shows that the majority of employees 68 (61.8 %) are postgraduates, while 31 (28.18%) are undergraduates and others are 11 (10%). This reflects a highly educated workforce with a strong emphasis on advanced qualifications.

4.1.5. Occupation of respondents

4.1.5 Table showing occupation of the Respondents

	Frequency	Percent	Valid Percent	Cumulative percent
Student	50	45.45	45.45	45.45
Employee	33	30	30	75.45
Employer	13	11.8	11.8	87.25
Entrepreneur	10	9.09	9.09	96.34
Others	4	3.63	3.63	100
TOTAL	110	100	100	

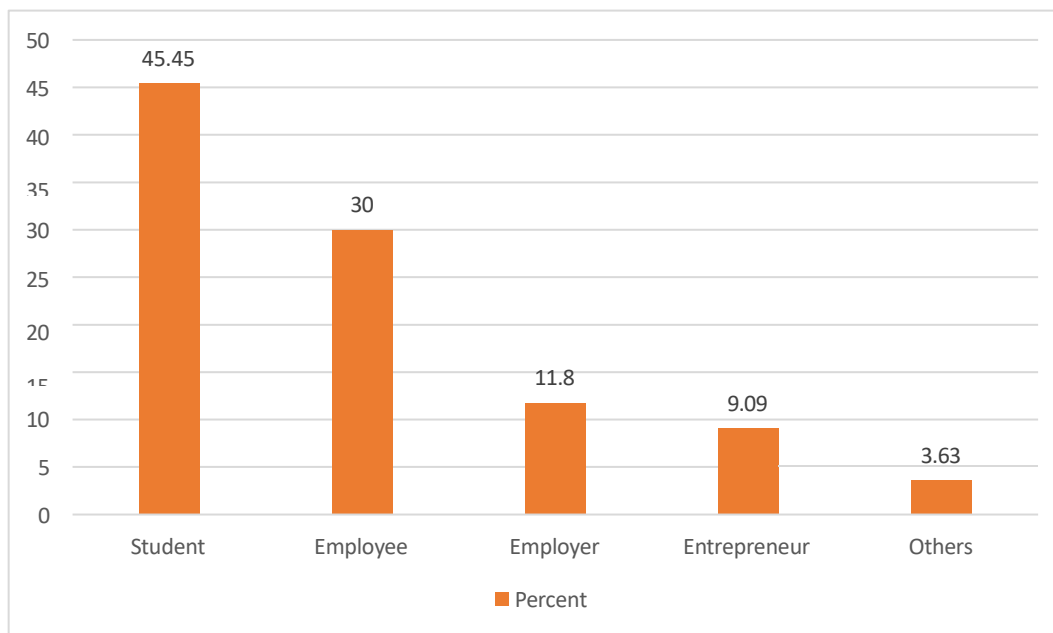


FIG 4.1.5 Figure showing occupation of Respondents

INTERPRETATION:

The data reveals that majority are students 50 (45.45%), followed by employee 33 (30%). A smaller proportion are employers 13 (11.8%), entrepreneurs 10 (9.09%), or listed under "others" 4 (3.63%)

4.1.6 Work Experience of respondents

4.1.6 Table showing work experience of the Respondents

	Frequency	Percent	Valid Percent	Cumulative percent
Below 1 year	57	51.8	51.8	51.8
1-5 year	26	23.6	23.6	75.4
5-10 year	14	12.7	12.7	88.1
More than 10 years	13	11.8	11.8	100
TOTAL	110	100	100	

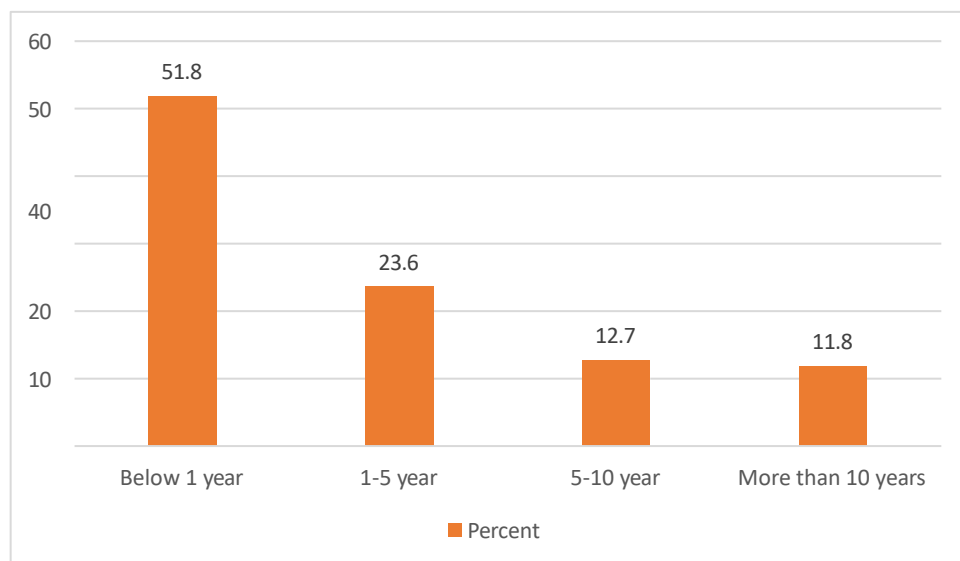


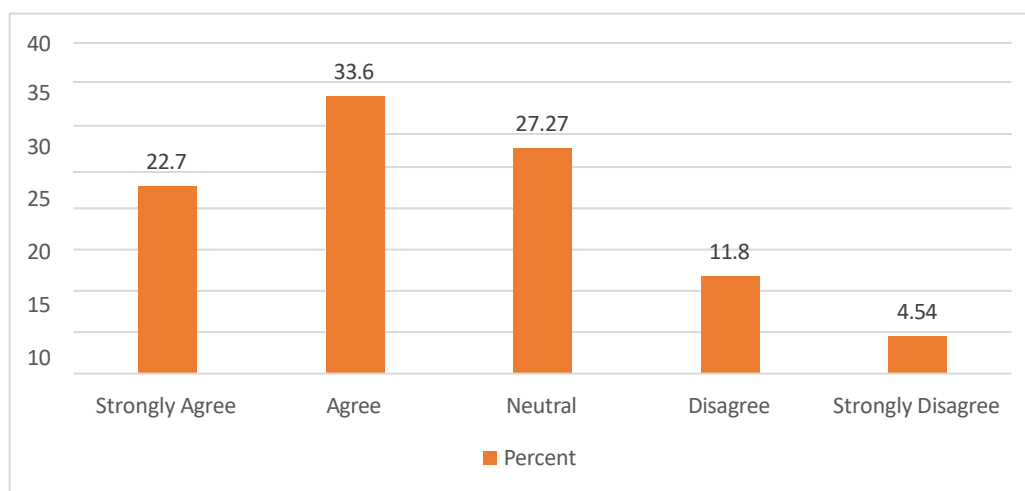
FIG 4.1.6 Figure showing work experience of Respondents

INTERPRETATION:

The data indicates that a significant majority of employees 57 (51.8%) are below 1 year . A smaller proportion of employees are 1-5 years 26 (23.6%), 5-10 year 14 (12.7) and while only 13 (11.8%) are more than 10 years.

4.1.7. Do you feel that you are able to balance your work life of respondents**4.1.7 Table showing Do you feel that you are able to balance your work life of the Respondents**

	Frequency	Percent	Valid percent	Cumulative percent
Strongly Agree	25	22.7	22.7	22.7
Agree	37	33.6	33.6	56.3
Neutral	30	27.27	27.27	83.57
Disagree	13	11.8	11.8	95.37
Strongly Disagree	5	4.54	4.54	100
TOTAL	110	100	100	

**FIG 4.1.7 Figure showing Do you feel that you are able to balance your work life of Respondents****INTERPRETATION:**

The majority of respondents of employees are been agreed with 37 (33.06%). A small proportion

of employees are been strongly agree 25 (22.7%) , Neutral 30 (27.27%), Disagree 13 (11.8%) and disagree is 5 (4.54%)

4.1.8 Does the organization take initiatives to manage work life of its employees of respondents

4.1.8 Table showing Does the organization take initiatives to manage work life of its employees the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
Agree	42	38.18	38.18	38.18
Neutral	49	44.5	44.5	82.68
Disagree	19	17.27	17.27	100
TOTAL	110	100	100	

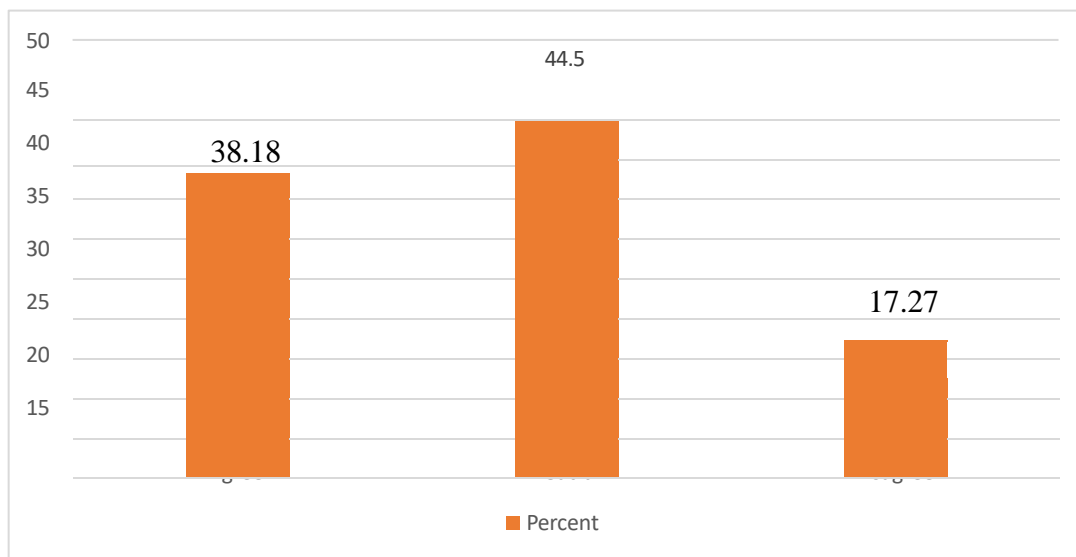


FIG 4.1.8 Figure showing Does the organization take initiatives to manage work life of its employees of Respondents

INTERPRETATION:

The majority of respondents of employees are been neutral with 49 (44.5%). A small proportion of employees are been agree 42 (38.18%) and the least disagree with 19 (17.27%)

4.1.9 If agree what are the initiatives your organization had taken for managing work life of respondents

4.1.9 Table showing if agree what are the initiatives your organization had taken for managing work life of its employees the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
Provide flexible work timing	52	47.27	47.27	47.27
provide leave to manage life	41	37.27	37.27	84.54
Job shares option is provided by organization	17	15.45	15.45	100
TOTAL	110	100	100	

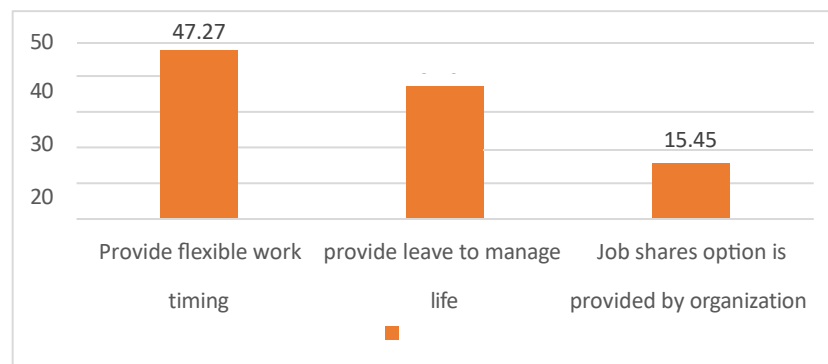


FIG 4.1.9 Figure showing If agree what are the initiatives your organization had taken for managing work life of its employees of Respondents

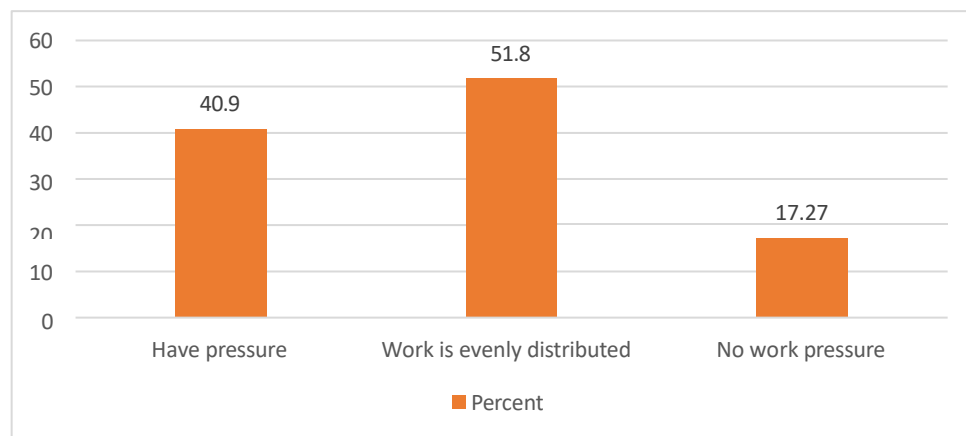
INTERPRETATION:

The majority of respondents of employees are been saying that the organization are been provide flexible work timing to managing their work with 52 (47.27%) , the next highest are been agreed by the employees that the organization provide leave to manage life 41 (37.27%), and the least response have made by the employees is that the job share option is provided by organization 17(15.45%)

4.1.10 Do you have more pressure of work in the organization or it is evenly distributed of respondents

4.1.10 Table showing Do you have more pressure of work in the organization or it is evenly distributed the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
Have pressure	45	40.90	40.90	40.90
Work is evenly distributed	57	51.8	51.8	92.7
No work pressure	19	17.27	17.27	100
TOTAL	110	100	100	



INTERPRETATION:

The majority of respondents of employees are accepting that the work is evenly distributed 57 (51.8%), the next highest are been agreed by the employees that they have pressure at minorly with 45 (40.90%), and the least response have made by the employees is that they do not have more work pressure 19 (17.27%)

4.1.11 Do you think that you have good career prospects in the company of respondents

4.1.11 Table showing do you think that you have good career prospects in the company of the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	22	20	20	20
Agree	32	29.1	29.1	49.1
Neutral	32	29.1	29.1	78.2
Disagree	17	15.4	15.4	93.6
Strongly disagree	19	17.2	17.2	100
TOTAL	110	100		

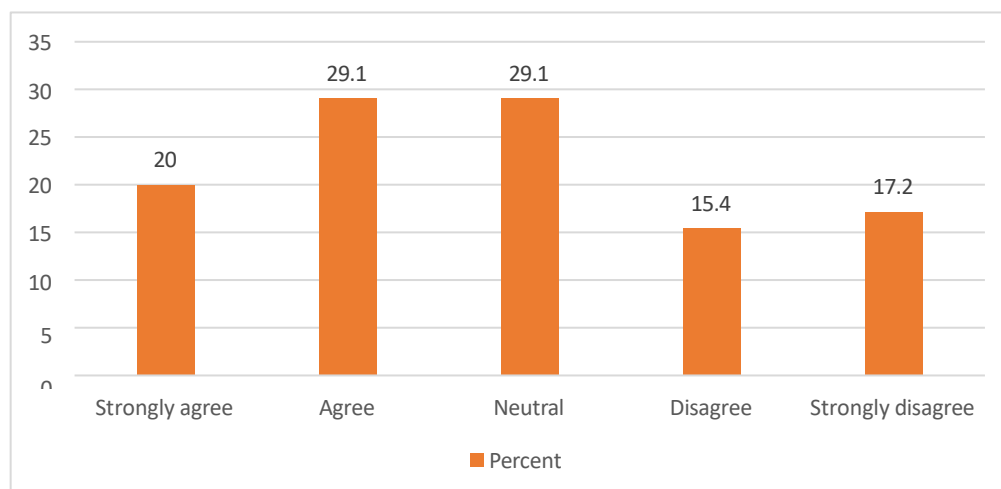


FIG 4.1.11 Figure showing do you think that you have good career prospects in the company of the Respondents

INTERPRETATION:

The majority of the respondent of the employee are been agree and neutral with 32 (29.09%) that the company employees have good career prospects , some of the respondent have strongly agree with 22 (20%) , strongly disagree with 19 (17.27%) and the least respondent disagree with 17 (15.45%)

4.1.12 Does after working hours you get enough time for your family (on the scale of 5) of the respondents

4.1.12 Table showing does after working hours you get enough time for your family (on the scale of 5) of the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
1	7	6.4	6.4	6.4
2	12	10.9	10.9	17.3
3	16	14.5	14.5	31.8
4	29	26.3	26.3	58.1
5	46	32.7	32.7	100
TOTAL	110	100	100	

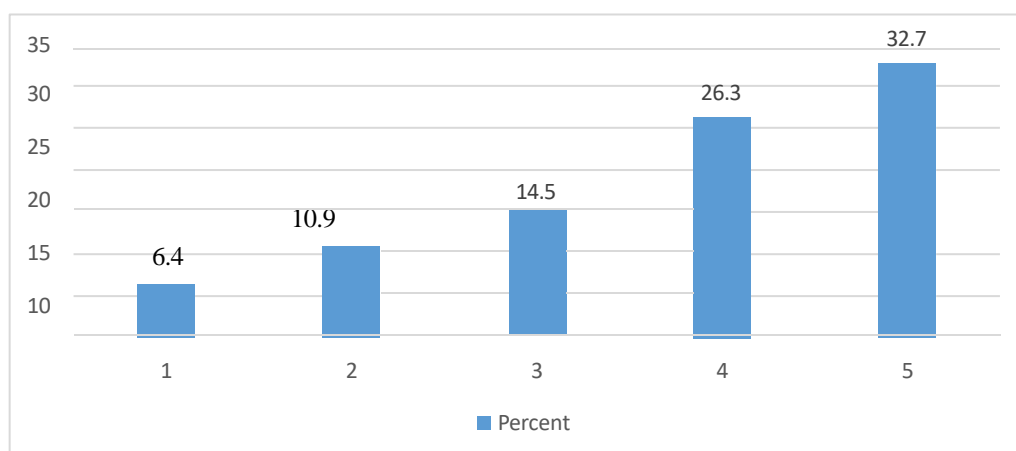


FIG 4.1.12 Figure showing does after working hours you get enough time for your family**(on the scale of 5) of the Respondents****INTERPRETATION:**

The majority of the respondent on the rating scale of (1-5) the majority of employees say 5 as they have time to spend time with their family after working hours is with 46 (32.7%), 4 with 29 (26.3%), 3 with 16 (14.5%), 2 with 12 (10.9%) and 1 with 7 (6.4%), as a final the average rating is 3.86%

4.1.13 Do you think policy for work life management helps to increase productivity of the organization (on the scale of 5) of the respondents**4.1.13 Table showing do you think policy for work life management helps to increase productivity of the organization (on the scale of 5) of the Respondents**

	Frequency	Percent	Valid percent	Cumulative percent
1	5	4.5	4.5	4.5
2	11	10	10	14.5
3	18	16.3	16.3	30.8
4	21	19.09	19.09	49.89
5	55	50	50	100
TOTAL	110	100	100	

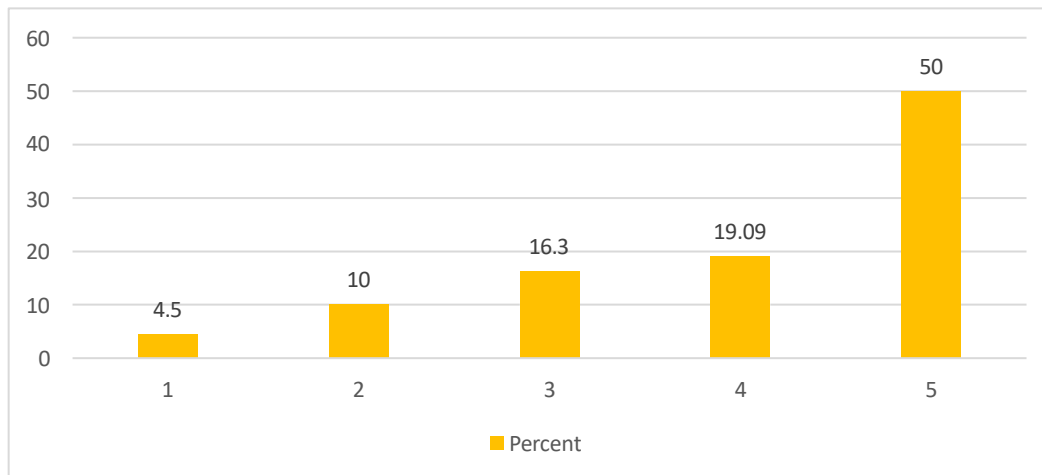


FIG 4.1.13 Figure showing do you think policy for work life management helps to increase productivity of the organization (on the scale of 5) of the Respondents

INTERPRETATION:

The majority of the respondent on the rating scale of (1-5) the majority of employees say 5 as that management policy helps to increase productivity in the organization is with 55 (50%), 4 with 21 (19.09%), 3 with 18 (16.3%), 2 with 11 (10%) and 1 with 5 (4.5%), as a final the average rating is 4.00%

4.1.14 Do you think with the efficient work life management policy organization is able to retain its employees (on the scale of 5) of the respondents

4.1.14 Table showing do you think with the efficient work life management policy organization is able to retain its employees (on the scale of 5) of the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
1	8	7.2	7.2	7.2
2	17	15.4	15.4	22.6
3	19	17.2	17.2	39.8
4	30	27.2	27.2	67
5	36	32.7	32.7	100
TOTAL	110	100	100	

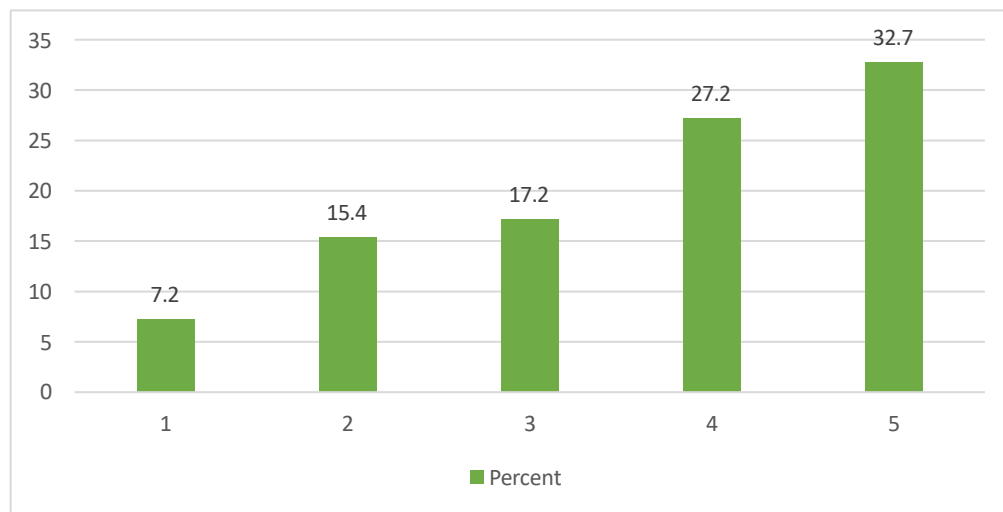


FIG 4.1.14 Figure showing do you think with the efficient work life management policy organization is able to retain its employees (on the scale of 5) of the Respondents

INTERPRETATION:

The majority of the respondent on the rating scale of (1-5) the majority of employees say 5 as the work life management policy is efficient to be able to retain in organization by the employees is with 36 (32.7%), 4 with 30 (27.2%), 3 with 19 (17.2%), 2 with 17 (15.4%) and 1 with 8 (7.2%),

Does the company offer in house doctors' facility for its employees (on the scale of 5) of the respondents

4.1.15 Table showing does the company offer in house doctors' facility for its employees (on the scale of 5) of the Respondents

	Frequency	Percent	Valid percent	Cumulative percent
1	11	10	10	10
2	10	9.09	9.09	19.09
3	17	15.4	15.4	34.49
4	18	16.3	16.3	50.79
5	54	49.09	49.09	100
TOTAL	110	100	100	

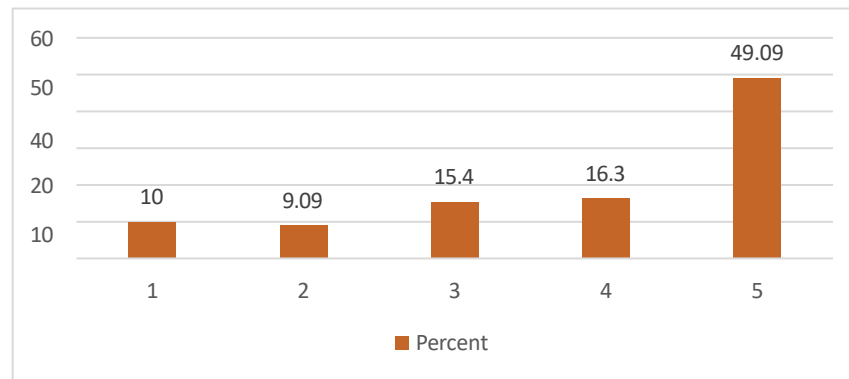


FIG 4.1.15 Figure showing does the company offer in house doctors' facility for its employees (on the scale of 5) of the Respondents

INTERPRETATION:

The majority of the respondent on the rating scale of (1-5) the majority of employees say 5 that the company provide in house doctor facilities for the employees is with 54 (49.09%), 4 with 18 (16.3%), 3 with 17 (15.4%), 2 with 10 (9.09%) and 1 with 11 (10%), as a final the average rating is (3.85%)

4.2 ANOVA TEST

1. To test the Significance between the employee have good work life balance effectively and able to balance work life with work life management policy

Hypothesis

- **Null Hypothesis (H0) :** There is no significance associate between employee have good work life balance effectively and balance work life with work life management policy
- **Alternative Hypothesis (H1) :** There is a significance associate between employee have good work life balance effectively and balance work life with work life management policy

TEST STATISTICS:

Table 4.2.1 Table showing employee have good work life balance effectively and able to balance work life with work life management policy

ANOVA

	Sum of Squares-	df	Mean Square	F	Sig.
EWLB Between	7.14	4	1.78	1.76	.143
Groups					
Within	106.73	105	1.02		
Groups					
Total	113.86	109			

INTERPRETATION:

Here the calculated p-value is 0.143 which is greater than 0.05, so we going alone with Null Hypothesis H₀. Hence, we can say that there is no significant difference between employee have good work life balance effectively and able to balance work life with work life management policy

INFERENCE:

From the above analysis and interpretation, we can conclude that no reliability influences the employee work life balance with the management policy and good work life

4.3 CHI-SQUARE

1. To test the associate between the agree with leave policy and flexible working hours

Hypothesis

- **Null Hypothesis (H0) :** There is no significance associate between agree with leave policy and flexible working hours
- **Alternative Hypothesis (H1) :** There is a significance associate between agree with leave policy and flexible working hour

TEST STATISTICS:

Table 4.3.1 table showing agree with leave policy and flexible working hours

Chi-Square Tests

		Value	df	Asymptotic Sig. (2-tailed)
Strongly agree	Count	14.58	8	.068
	Row %	16.96	8	.030
		.43	1	.512
		110		

FWH × LP

		LP			Total
		yes	no	maybe	
FWH		8	11	2	21
	Column %	38.1%	52.4%	9.5%	100.0%
	Total %	17.4%	29.7%	7.4%	19.1%
		7.3%	10.0%	1.8%	19.1%

Disagree	Count	4	3	0	7
	Row %	57.1%	42.9%	.0%	100.0%
	Column %	8.7%	8.1%	.0%	6.4%
	Total %	3.6%	2.7%	.0%	6.4%
Neutral	Count	12	11	13	36
	Row %	33.3%	30.6%	36.1%	100.0%
	Column %	26.1%	29.7%	48.1%	32.7%
	Total %	10.9%	10.0%	11.8%	32.7%
Agree	Count	14	3	6	23
	Row %	60.9%	13.0%	26.1%	100.0%
	Column %	30.4%	8.1%	22.2%	20.9%
	Total %	12.7%	2.7%	5.5%	20.9%
		8	9	6	23
		34.8%	39.1%	26.1%	100.0%
		17.4%	24.3%	22.2%	20.9%
		7.3%	8.2%	5.5%	20.9%
Total	Count	46	37	27	110
	Row %	41.8%	33.6%	24.5%	100.0%
	Column %	100.0%	100.0%	100.0%	100.0%
	Total %	41.8%	33.6%	24.5%	100.0%

INTERPRETATION:

Here the calculated p-value is 0.68 which is greater than 0.05, so we are going along Null Hypothesis H_0 . Hence, we can say that there is no association between agree with leave policy and flexible working hours.

INFERENCE:

From the above analysis and interpretation, we can conclude that there is no association between

agree with leave policy and flexible working hours.

4.4 T-TEST

1. To test the associate between maternity & paternity leave and satisfied with working hours in the organization

Hypothesis

- **Null Hypothesis (H0) :** There is no significance associate between maternity & paternity leave and satisfied with working hours in the organization
- **Alternative Hypothesis (H1) :** There is a significance associate between maternity & paternity leave and satisfied with working hours in the organization

TEST STATISTICS:

Table 4.4.1 table showing maternity & paternity leave and satisfied with working hours in the organization

One-Sample Statistics

	N	Mean	Std. Deviation	S.E. Mean
WHO	110	2.42	1.37	.13
MAP	110	1.12	.32	.03

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
WHO	18.50	109	.000	2.42	2.16	2.68

MAP	36.16	109	.000	1.12	1.06	1.18
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INTERPRETATION

Here the calculated p-value is 0.000 which is less than 0.05, so we are going to reject null Hypothesis H_0 and accept alternative hypothesis H_1 . Hence, we can say that there is an association between maternity & paternity leave and satisfaction with working hours in the organization.

INFERENCE:

From the above analysis and interpretation, we can conclude that there is an association between maternity & paternity leave and satisfaction with working hours in the organization.

FINDING AND SUGGESTION

5.1 FINDINGS:

- The Majority of 64.5% of respondents are belonging to age between 20–30 years.
- The Majority of 57.27% of respondents are belongs to female
- The Majority of 70% of respondents are belongs to single.
- The Majority of 61.8% of respondents are belongs to postgraduates.
- The Majority of 45.45% of respondents are belongs to students
- The Majority of 51.8% of respondents are belongs to have less than 1 year experience.
- The Majority of 33.6% of respondents are belongs are agreed that they are able to balance work-life.
- Majority of 44.5% of respondents are belongs are neutral that the company takes initiatives to manage work-life balance
- The Majority of 47.27% of respondents are belongs have acknowledge flexible working hours by initiative the work-life balance
- Mostly 51.8% of respondents are belongs to say work is evenly distributed.
- The Majority of 29.09% of respondents are belongs to agree and neutral about good career prospects at the company.
- The Majority of 32.7% of respondents are belongs to have enough time with their family after their working hours in the company.
- The Majority of 50% rate 5/5 of respondents are belong that work-life policies improve productivity
- The Majority of 32.7% of respondents are belong to

strongly believe policies help retain employees.

- The Majority of 49.09% rated 5/5 of respondents are belong for availability of in-house doctor facilities.
- There is no significant association between employee work-life balance and management policies.
- There is a significant association between leave policy and flexible working hours.
- There is a significant association between the maternity/paternity leave and working hours

5.2 Only a small portion (about 4.5%) strongly disagrees, indicating dissatisfaction exists but is minor

5.3 SUGGESTION:

- Management should enhance flexible working options further and promote it clearly among employees. Increase awareness about existing work-life balance policies to reduce neutrality among employees. Implement stress-relief programs to help those who still feel pressured.
- Career development programs should be strengthened to improve the perception of future

prospects. Improve communication channels between employees and HR to gather continuous feedback on work-life initiatives. Focus more on employee engagement activities to ensure better retention.

- Actively promote flexible work options, job sharing, and leave policies through newsletters, posters, intranet updates, and townhall meetings. Introduce counselling support, meditation sessions, and wellness initiatives to reduce work-related pressure. Train supervisors on how to distribute work effectively and be sensitive to individual employee needs to further reduce perceived workload pressure.
- Recognize that younger employees (20-30 years) may have different balance needs compared to older employees offer customized work-life programs based on age/experience segments. Beyond flexible work timings, introduce remote workdays, compressed workweeks, or optional sabbaticals.

- Launch mentorship programs, career workshops, and internal job fairs to improve career prospects and increase motivation. Conduct bi-annual work-life balance surveys and immediately act on findings to show that employee voices matter. Create awards for “Work-Life Balance Champion” employees and teams who embody balance principles. Develop a regular feedback mechanism where employees can suggest improvements confidently.

5.4 CONCLUSION:

Work-life balance plays a critical role in influencing employee performance at Brakes India Pvt Ltd. Though flexible timing and leave policies are appreciated by many, a significant portion remains neutral, showing a gap in awareness or satisfaction. Effective work-life policies are strongly correlated with employee productivity and retention, as shown by the positive responses. However, there is no strong statistical association found between overall work-life balance perception

and policy management, indicating more work is needed to make employees feel the policies truly impact their day-to-day work positively.

Work life balance is an important aspect of our lives that has a significant impact on our physical and mental well-being. Achieving a balance between work and personal life can help us to reduce stress, improve our mental health, enhance productivity, promote job satisfaction, improve relationships, and reduce absenteeism.

The benefits of work life balances are not limited to individuals alone, but they extend to employers and organization. Employees who have good work life balances are more productive, more engaged and less likely to leave their job, leading to increased organizational performance and reduced costs associated with employee turnover. Achieving a healthy work-life balance is crucial for a fulfilling and happy life. It can help reduce stress, prevent burnout, and improve overall well-being.

To achieve a better work-life balance, it's important to set clear boundaries between work and personal life, prioritize tasks, take regular breaks, schedule leisure time, and avoid overworking yourself. Remember that work is just one part of your life, and it's important to take care of other aspects of your life, such as relationships, hobbies, and self-care. By striving for a balanced lifestyle, you can achieve greater success and happiness in all areas of your life.

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