

# A Study on Work Life Balance among the Panchayat Raj Employees in the State Of Telangana

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## ABSTRACT

This paper is aimed at assessing the Work Life Balance amongst the Panchayat Raj Employees in the state of Telangana. Both Qualitative and Quantitative approaches were used for data collection from all the cadres of Panchayat Raj employees within the state of Telangana. The study is based on primary data & secondary data. A sample method of respondents was selected by random sampling method. The various factors affecting the work-life balance of respondents have been examined in this study. The present study addresses the intention of understanding the factors influencing work life balance of Telangana Government employees. Thematic analysis was used in analysis of qualitative data and arithmetic mean was used in quantitative data analysis with the help of SPSS software. The key finding included challenges faced by Panchayat Raj employees in executing their responsibilities due to stress, political interference, leave rules, work pressure, pending chargers, lack of training, improper financial assistance. Therefore a responsive government can extract the best from the employees by providing the best of the opportunities for personal and professional growth, a strong grievance redressal mechanism, clear goals, prompt promotions, residential accommodation, flexibility of working hours and most importantly a balanced and healthy work atmosphere.

**Keywords:** Work Life Balance, Panchayat Raj employees, Policies, Stress, State of Telangana

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## I. INTRODUCTIONS

The Indian Constitution has provided under Part IX for the Panchayat. It stipulates that the states or Union Territories with more than two million inhabitants shall have a Panchayat. The Panchayat Raj is the system of local self Government in Rural India. It consists of Panchayat Raj Institutions, through which the self government of villages is realized through the economic development, strengthening social justice and implementation of central and state Government schemes including those 29 subjects listed in the Eleventh Schedule of the Constitution. The modern Panchayat Raj system was introduced in India by the 73<sup>rd</sup> constitutional amendments in 1993.

### “You will never truly satisfied by work until you are satisfied by life.”

The term “Work – Life Balance (WLB)” was coined in 1986, although its usage in everyday language was being made for a number of years. Interestingly, work/life programs existed as early as the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems at their family front in fact; dual-wage-earning families in general are working longer hours. A balance work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflicts and consequently, people experience a lack of Work-Life balance. The sample size has taken total 520 employees in Panchayat Raj in Telangana state. The data analyzed by using of descriptive statistics, frequency, Variable mean value, T-test.

### Evolution of work life balance

Phase I – Early years of communal living. Entire family engaged in work for subsistence.

Phase II – Pre industrialization period. Partial segregation of workplace and family life.

Phase III – Industrial revolution in mid 1800s. Strengthening of segregation of workplace and family life. Men started to dominate workforce.

Phase IV – Between late 18<sup>th</sup> and early 19<sup>th</sup> century. Separation of work and family strengthened due to division of labour.

Phase V – Between early 19<sup>th</sup> century 1950. Human strength dependent technology abetted male domination at workplace.

Phase VI – Between 1950s and early 1980s. Gender reversed due to technology. Introduction of work-life balance facilities.

Phase VII – Between 1980s and 2008. More women and mothers in global workforce. Significant growth in work- life balance facilities.

Phase VIII – Recession – 2008 onwards. Increase in work-family related challenges and reduction in work-life balance facilities.

## II. REVIEW OF LITERATURE

**Dr.A.P.Hosmani , Mr.Nithyanand.B.Patil (2020)** explained a study of employees work-life balance practices among north eastern karnataka road transport corporation in kalaburagi division. The concept of a work-life balance was evolved and materialized in the late 1970s and 1980s in the western world. The concept denotes equal priority to work aspects careers and ambitions, personal aspects, family, friends, enjoyment, and spiritual and intellectual development. Also, it implies creating equal hours for the execution of both work and life achievements. It is the effort from the part of the worker to split his or her time and energy effectively for work and personal life. It concept that deals with the ability of individuals, combine the demands of work and other non-work responsibilities and activities. It defines like satisfaction and good functioning at work and home, with a minimum of role conflict.

**V. Rengarajan, R. Renganathan ( 24 September 2020)** A Study with Special Reference to Rural Employees Work Life Balance (WLB) is a major driver in the organization that helps to achieve higher productivity. It is a healthy blend of both employee’s work life and personal life. There are many factors influencing work-life balance of an employee in the organization. The researchers have identified some factors along with demographic variables to study and understand the work life balance

**Karlapudi Thriveni(8 August 2017)** in his book described about A study on Work Life Balance of Women Employees in select Service Sectors. Work-life balance is one of the most challenging issues being faced by the women employees in the 21st century. This problem is more for women employees because of the type of roles they play at home and the spillover of personal life over work life and vice versa. The study aims to examine work-life balance of women employees and analyse various factors affecting work-life balance. Striking a healthy work-life balance is imperative for all the employees irrespective of the industry to which they belong.

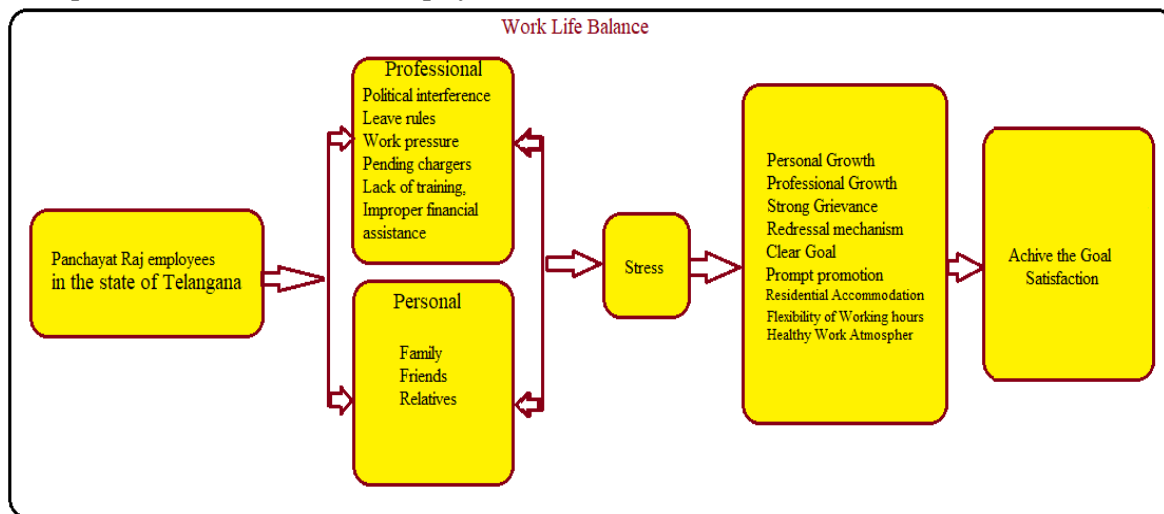
**Mr.D.Babin Dhas , Dr.P.Karthikeyan (2015)** For his study Work-Life Balance Challenges and Solutions Overview.The employees options to address work and personal responsibilities, policies and procedures established by an organization, provide flexibility to handle person- al/family concerns, work/family culture.

**Dr. C Swamalatha (2017)** in his book explained about ‘work-life balance’ actually masks something else. The work/Life Balance Life is a balancing act, and in American society, it is safe to say that almost everyone is seeking work/life balance. The manage our work commitments or personal responsibilities. “Juggling competing demands is tiring if not stressful and brings lower productivity, sickness, and absenteeism, so work/life balance is an issue for all employees and all organizations.”

**Greer and Payne (2014)** have suggested boundary theory as a supportive framework for understanding the unique challenges related to work life balance According to the authors, the traditional boundaries between work and home get changed, family life, an employee could get distracted by the different demands of the family members while working on some official tasks. The individual transitions from work–life to family life and vice-versa throughout the work-day. Such frequent transition between work–life and family-life demands extra efforts to sustain and adhere to the psychological boundaries.

**Moss Kanter’s seminal book (1977)** Critical Review and Agenda for Research and Policy brought the issue of work/life balance to the forefront of research and organizations. In the 1980s and 1990s companies began to offer work/life programs. While the first wave of these programs was primarily to support women with children, today work/life programs are less gender specific and recognize other commitments as well as those of the family. Work/life balance initiatives are not only a U.S. phenomenon. Employees in global communities also want flexibility and control over their work life.

### Concept of Work Life Balance of Employees



### Benefits of work life balance to Organization and to Employees

By understanding the significance of maintain a healthy work-life balance, organization will get motivated to take the necessary steps for achieving this balance. Work-Life balance is advantageous for the employees and organization as well. A balance between the work and personal life helps in improving the employee productivity, morale and health condition. In fact, work-life balance should be a priority for all of us. An imbalance in any of the front will make the life difficult and pose several hazards or challenges in terms of health, happiness and emotional stability.

### Departments of work life Balance/Factors Influencing Work Life Balance

It is possible to identify a set of factors that have brought the issue of work-life balance to the forefront of policy debates. Demographic changes including the increase in the number of women in the workplace, dual career families, single parent families and an aging population have generated an increasingly diverse workforce and a greater need of employees to balance work and home life. Following determinants have been identified which impact the issue of work life balance. The most important factor is associated with work stresses which comes from various sources and are broadly categorized into four types.

1. **Environmental stress** – People experience workplace stress which is majorly dependent on the physical environment in which they work. This stress is associated with workplace safety, financial assistance in persuasion of work, political interference, equipment or methodology of work in order to perform the job functions and other such variables.
2. **Uncertainty** – Employees who aren't sure where they stand in their jobs often experience high degree of work stress. This issue can be tied to fear of job loss, transfers, delayed promotions, recognition or other issues.
3. **People Issues** – A great deal of workplace stress is related to people problems, such as coping with difficult co-workers, dealing with a negative or uncommunicative supervisor, peer pressure and more.
4. **Performance pressure** – This is associated with the actual job function of an employee. Timely submission to the government, Impending deadlines, physical exertion, reports, bills and work execution as per the guidelines of the government.

### Problem statement and research gap

Today's officials have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and there is work place stress on individuals, families and the communities in which they reside. Hence, Panchayat Raj employees need a very much consideration in maintaining their work life balance. Hence, the researcher has made an attempt to conduct the study on Work Life Balance of government employees. One of the most important factors of imbalance is due to stress.

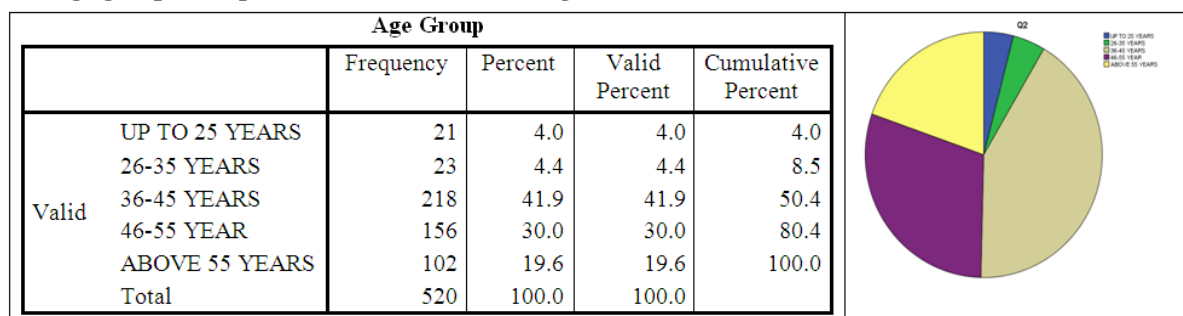
### Research Methodology:

The data required for the study were collected from both the primary sources and secondary sources. The primary data has been collected directly from Panchayat Raj employees by using the pre-defined well-structured collected questionnaire from the state of Telangana. Statistical tool such as cross tab is applied. The

secondary data were collected from the published journals. News papers, magazines and websites. The state of Telangana has a rural population of 2,04,59,164 in 12769 gram panchayats.

### III. DATA ANALYSIS AND ENTERPRITATION

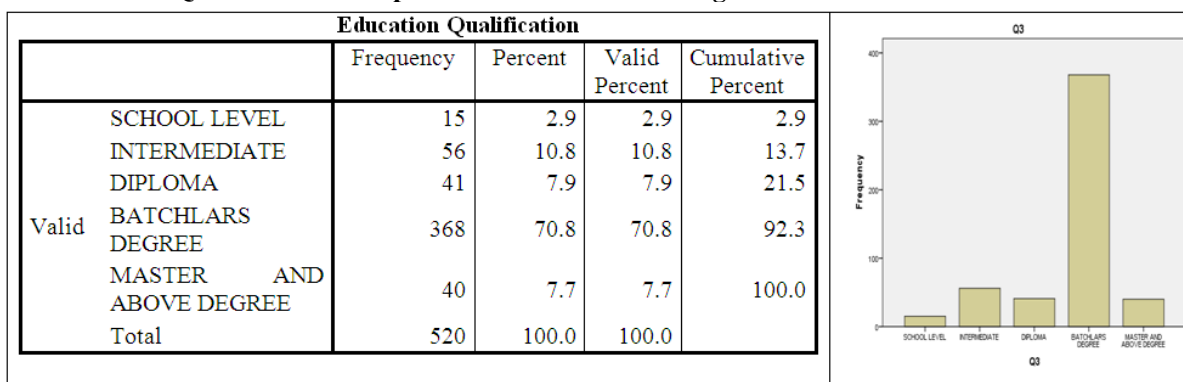
The Age group of respondents Table no: 1 and Figure number: 1



#### Interpretation

As shown in Table1 of respondents from the Statistics analysis total 520 members surveys conducted through questionnaire on five point rating scale. As per intension of respondent Up to 25 year age group are 4.0%, 26 to 35 years age group respondents are 4.4%,36 to 45 years age group respondents are 41.9%, 46 to 55 years age group respondents are 30.0% and above 55 years age group 19.6%. As per results respondents are very low in group of up to 25 years, the highest respondent group of 36 to 45 years age group. The figure no 1 respondents total 520 members

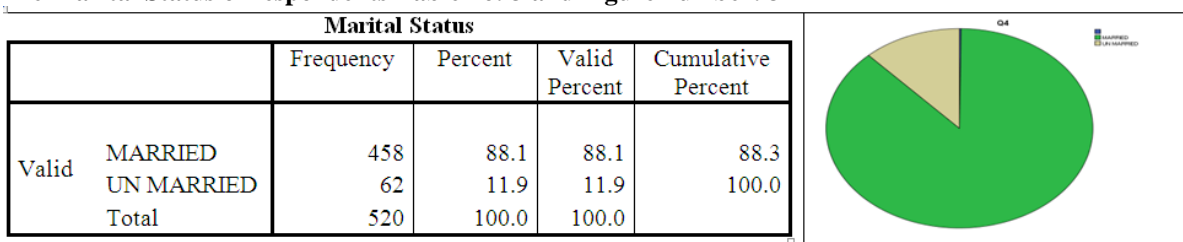
The Education Qualification of respondents Table no: 2 and Figure number: 2



#### Interpretation

As per above table specify the total respondents are 520 members, surveys conducted through questionnaire on five point rating scale. As per intension of respondent education qualification School Level 2.9 %, Intermediate 10.8%, Diploma 7.9%, Bachelor degree 70.8% Master and above 7.7%, the highest respondent of employees education qualification is Bachelor degree that 70.8%..

The Marital Status of respondents Table no: 3 and Figure number: 3



#### Interpretation

As shown in above respondents total 520 members surveys conducted through questionnaire on five point rating scale. As per intension of respondent Married 88.1% and Un married employees 11.9%.

**The Number of children’s of respondents Table no: 4 and Figure number: 4**

Number of Childrens				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NO CHILD	97	18.7	18.7	18.7
1 CHAILD	46	8.8	8.8	27.5
2 CHILDRENS	341	65.6	65.6	93.1
3 CHILDRENS	36	6.9	6.9	100.0
Total	520	100.0	100.0	

**Interpretation**

As shown in above table respondents total 520 members surveys conducted through questionnaire on five point rating scale. As per intension of respondent no children obtained 18.7%, one child obtained 8.8%,Two children obtained 65.6% , three children obtained 6.9%.

**The Marital Status of respondents Table no: 5 and Figure number: 5**

Family Type				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NUCLEAR FAMILY	255	49.0	49.0	49.0
JOINT FAMILY	264	50.8	50.8	99.8
3	1	.2	.2	100.0
Total	520	100.0	100.0	

**Interpretation**

As shown in Table 1, of respondents from the Statistics analysis total 520 members surveys conducted through questionnaire on five point rating scale. As per intension of respondents Nuclear family 49.0%, Jaint family 50.8%.

**Table number 6 : the t test of respondent One-Sample Test**

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Factors Effecting	502.992	520	.000	112.90000	112.4590	113.3410

**Interpretation**

The factors influencing the work life balance of employees as per intension of respondent’s t test value is 502.992 and significant value is 0.000.The significant value obtained less than 0.05. There is no significant change so null hypothesis is rejected and alternative hypothesis is accepted. As per the results the work life balance of employees were influenced by the factors.

**IV. SUGGESTIONS TO THE GOVERNMENT**

The management may arrange seminars and awareness program about stress and overburden, work-life balance and individual energy management to make better choice balancing their energies across their work and life.

- Consider providing training in relaxation methods, such as Yoga and meditations. These practices help strength work and life.
- Institutions need to create counseling services in their respective organization through counselors who can help teaching staff members in balancing their mental and physical rhythm. The management should introduce certain family-friendly measures such as extend maternity leave, child care facilities, special leave, rationalization of work load and working hours pick and drop facilities for women employees etc.

- The newly recruited Junior Panchayat Secretaries are suffering due to less pay. Hence the government should consider a Increased pay in order to get the best work out of them.
- It is mandatory for the Panchayat secretaries to reside in the villages as their work starts early in the morning and requires their presence till late in the evening. Hence Government accommodation in every village will give safety and security to them.
- The newly recruited Panchayat Secretaries are well educated and learned in various skills. The government should consider Permanent employment for holding these talents in government.
- The leave rules are very stringent and the higher hierarchy is never cooperating or approving emergent leaves. The government should arrange for a quick disposal of permissions for leave and alternate arrangements.
- The online reports and work has definitely brought in a relief. A transparent system helps in achieving the targets on time.
- The government spends lakhs of rupees on addressing the public grievances but the employees who are addressing and arresting the problems and issues are ignored since centuries. Hence the Panchayat Raj Institutions should arrange for a timely grievance redressal for a strong work force.
- The timings and working hours are very tedious. Hence the government should consider Flexibility on working hours.
- The purpose of training fails when the implementators of policies are not properly and correctly informed. Personal attention and clarity on the subject should guide the training programs rather than a one day workshop. The government should properly train the employees and address their concerns. A well trained staff can bring in the needed change. Only an aware and trained employee can communicate the need for change that government wants.
- The amount of Political interference is huge in Panchayat Raj Institutions, which cannot be ignored or avoided but it can definitely be eased with a joint redressal mechanism, trainings and clarity on the subject and most importantly by fixing responsibility on the political hierarchy at the ground level.
- The government should dispose of the cases, memos, charges at the earliest. This is one of the biggest demotivator for the employees as it can be seen that the pending issues are piling up day by day. Except for the financial charges all other cases can be disposed at the ground level.
- The government takes the liberty to push the employees to work even without the Sanction of funds, which is very stressful for the employees. Hence the government should sanction the funds and then the employees should be made to work by setting standards/parameters for withdrawal of funds for the work done.
- As per the Hawthorne studies, it's important to listen to the grievances more than solving the real time issues as it is practically impossible to achieve. But employee will feel happy and satisfied when the superiors spent time and understand their grievances. The employees at the bottom of the hierarchy feel satisfied when heard and they understand that problem solving cannot happen in real time. All the government employees suffer because there is no one to listen and understand their problems. The higher hierarchy should be trained to give importance to human relations more than the reports. No one knows the local dynamics more than the employee and a supportive system can go a long way. The government should consider Personnel Relations Manager at various levels in the district who can be a strong support to the employees. As we all know only a responsive government can become a responsible government.
- The Panchayat Raj Institutions have to devise a mechanism to plan, prioritize and schedule their work and life obligations in order to improve their work life balance which help them to participate in social activities.

## **V. CONCLUSION**

It is clearly indicated that majority of the employees feel stress due to dependents, working hours, flexibility etc. If the department of Panchayat Raj institutions think over the issue of providing employee friendly policies to staff in order to balance their professional and personal life, definitely it can achieve competitive advantage in terms of quantum of work along with qualitative improvement in delivering services to the public.

A responsive government can set highest ethical standards, be accountable for their actions, provide leadership of the highest quality, establish cooperative workplace relations based on consultation and communication observe the law, focus on achieving results and managing performance and ensure transparency in the performance of their functions.

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