



**A STUDY ON WORK LIFE BALANCE OF TOYOTA COMPANY LIMITED IN
TIRCHIRAPPALLI DISTRICT**

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ABSTRACT

Work–life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). In general, it is nothing but the balance between work and personal life. Changing societal trends, such as an increase in the number of women entering the workforce combined with an economy that requires dual incomes support an average standard of living, contribute to work-life conflicts. As a result, today's human resource managers evaluate personnel practices to meet those needs with the hope of increasing employee loyalty towards the organization.

Work-life conflict is a serious problem that impacts workers, their employers and communities. Hence the present research is undertaken to know the quality of work life of employees in Toyota Company Limited, Tiruchirappalli. The aim of this research is to analyze the relationship between employee satisfaction and work life balance. The current study examines the relationship between job satisfaction and work-life balance among employees in Toyota Company Limited. Firstly, the relationship is examined between the different constructs like Career opportunities, Recognition, Work task, Pay, Work/life balance, Superior subordinate relationship, and employee satisfaction. Second, keeping the work-life balance as a mediating construct, it is analyzed whether it leads to employee satisfaction.

Keywords: Work-life balance, Constraints, Employee Satisfaction and Opportunities.

INTRODUCTION

Work life balance has important consequences for employee attitudes towards their organizations as well as for the lives of employees. The work life boundary may be especially significant in the management of highly skilled knowledge workers, such as technical professionals, whose commitment and loyalty present a challenge to employers (Scholarios et al., 2006).

Changing societal trends, such as an increase in the number of women entering the workforce combined with an economy that requires dual incomes support an average standard of living, contribute to work-life conflicts. As a result, today's human resource managers evaluate personnel practices to meet those needs with the hope of increasing employee loyalty toward the organization. In addition to this, many organizations have begun to take a role in developing quality of work-life programs. Job satisfaction has identified a number of factors like reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job (Mosadeghrad et al., 2008).

SIGNIFICANCE OF THE STUDY

Work life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. Of all the job factors that influence work-life conflict, the amount of time spent at work is the strongest and most consistent predictor. The higher levels of work-to-family conflict reported by managers or professionals often are a function of their longer work hours.

Other reasons include: job security, support from one's supervisor, support from co-workers, work demands or overload, work-role conflict, work-role ambiguity, job dissatisfaction, and extensive use of communication technology that blurs the boundaries between home and work.

Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Work-life conflict is a serious problem that impacts workers, their employers and communities. Hence the present research were

undertaken to know the quality of work life of employees in Toyota Company Limited, Tiruchirappalli.

STATEMENT OF THE PROBLEM

The aim of this research is to analyze the relationship between employee satisfaction and work life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work life balance.

A Safety and healthy working conditions are undoubtedly necessary for a less and satisfied work performance. The necessary safety measures have to adopt and periodical health checkups is essential. Amenities at work life help the employees to perform error free efficient maintenance. Adequate remuneration and fair compensation play a vital role in the employee delegating the responsibility entrusted to him. Physical environment of work place present a true picture or worker investigation of work.

The current study examines the relationship between job satisfaction and work-life balance among employees in Toyota Company Limited. Firstly, the relationship is examined between the different constructs Career opportunities, Recognition, Work task, Pay, Work/life balance, Superior subordinate relationship, and employee satisfaction. Second, keeping the work-life balance as a mediating construct, it is analyzed whether it leads to employee satisfaction.

OBJECTIVES OF THE STUDY

1. To study the health and safety provisions pertaining to work life balance;
2. To know the working environment of Employee's in Toyota Limited;
3. To understand the relationship between Employee's and their superior;
4. To investigate the satisfaction level of the Employees; and
5. To identify the security provisions and benefits services pertaining to work life.

HYPOTHESES

1. H_0 - There is no significant difference between Age and Feel Secured in their Job
2. H_0 - There is no significant difference between Gender and Opinion about Medical Leave Facility

3. H_0 - There is no significant difference between Qualification and Feel Comfortable in their Job
4. H_0 - There is no significant difference between work life balance factors and age of the respondents
5. H_0 - There is no significant difference between work life balance factors and qualification of the respondents

METHODOLOGY

SAMPLE SIZE AND DATA COLLECTION

This study has a sample size of 50 respondents working in Toyota Company Limited. Primary data and secondary data have been used for this study. Primary data were collected through the structured questionnaire and the secondary data were collected from various Books, Journals, Articles, Newspapers, Magazines and Websites. The data collected were further analyzed by using SPSS like Percentage Analysis, Anova and Chi-Square Test.

PERIOD OF THE STUDY

The data were collected from 50 respondents during the month of December 2014 to March 2015.

AREA OF THE STUDY

The study area is TOYOTA Company Limited, Tiruchirappalli.

REVIEW OF LITERATURE

Hyman and Summers (2004) classified seven major problems which are associated with current practices over work life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, policies are primarily to meet business needs rather than those of employees.

Wesley and Muthuswamy (2005) in a study of 230 teachers in an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to

work conflict, thus indicating that permeability of work into family was more than permeability of family into work

Kinnunen and Mauno (2007) collected data from a sample of 501 employees working in four organizations, i.e., municipal and social healthcare, manufacturing for exports, a bank and a supermarket. The results indicated that interference from work to family was more prevalent than interference from family to work among both sexes.

Thriveni&Rama (2012) revealed that demographic variables have significant effect on work life balance of women like age, income, experience and marital status. Consistent with these results Reddy.N.Ket.al (2010) also found that work family conflict and family work conflict to be more among women having eldest child.

Vijaya Mani (2013) has revealed the major factors influencing the Work Life Balance of Women professionals in India such as role conflict, lack of recognition, organizational politics, gender discrimination, and elderly and children care issues, quality of health, problems in time management and lack of proper social support.

TABLE – 1
EMPLOYEE SATISFACTION TOWARDS WORK LIFE BALANCE

Criteria	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Disagree
Motivation in the work environment	06 (12%)	39 (78%)	05 (10%)	-	-
Satisfaction towards work environment	09 (18%)	25 (50%)	16 (32%)	-	-
Cordial relationship with management	10 (20%)	27 (54%)	13 (26%)	-	-
Cordial relationship with department	10 (20%)	31 (62%)	09 (18%)	-	-
Cordial relationship with employer and employee	16 (32%)	26 (52%)	08 (16%)	-	-
Cordial relationship with co-workers	20 (40%)	22 (42%)	08 (16%)	-	-
Cordial relationship with immediate superior	11 (22%)	24 (48%)	15 (30%)	-	-
Training helps to increased performance	08 (16%)	24 (48%)	18 (36%)	-	-
Training improving relationship among employees	08 (16%)	26 (52%)	16 (32%)	-	-

Adequate and fair compensation	08 (16%)	31 (62%)	11 (22%)	-	-
Organization pay salary for work responsibility	23 (46%)	18 (36%)	09 (18%)	-	-
Comfortable with their job	19 (38%)	24 (48%)	07 (14%)	-	-
Feel secured with their job	22 (44%)	23 (46%)	05 (10%)	-	-
Satisfaction with yearly increment	42 (84%)	07 (14%)	01 (02%)	-	-
Organisation gives freedom to use skills	08 (16%)	23 (46%)	19 (38%)	-	-
Freedom to participate in decision making	05 (10%)	27 (54%)	18 (36%)	-	-
Satisfied with team work	08 (16%)	26 (52%)	15 (30%)	01 (2%)	-
Satisfied with work atmosphere	06 (12%)	25 (50%)	17 (34%)	02 (4%)	-
Employees suggestions are implemented	02 (4%)	32 (64%)	16 (32%)	-	-
Convenient work timings	16 (32%)	18 (36%)	16 (32%)	-	-
Medical Leave	12 (24%)	24 (48%)	12 (24%)	01 (2%)	01 (2%)
Promotional policy	10 (20%)	27 (54%)	12 (24%)	01 (2%)	-

Source: Primary Data

Table 1 indicates that out of 50 respondents, 39 respondents are agreeing with the work environment motivation (i.e.: 78%), 25 respondents are agreeing with the statement satisfaction towards work environment (i.e.: 50%), 54% are agreeing with the cordial relationship with management, 31 respondents are agreeing with the statement here (i.e.: 62%), 52% of the respondents are agreeing regarding the training program, because it molds employee relationship in a perfect manner, 31 respondents (i.e.: 62%) are agreed their organization gives adequate and fair compensation, 27 respondents (i.e.: 54%) are agreed, because organization gives freedom to participate in decision making, 26 respondents (i.e.: 52%) are agreed, because they are satisfied with their team, 25 respondents (i.e.: 50%) are agreed, because they are satisfied with work atmosphere, 32 respondents (i.e.: 64%) are agreed, because their suggestions are implemented, 18 respondents (i.e.: 36%) are agreed, because they are convenient with their work timings, 24 respondents (i.e.: 48%) are agreed, because organization provides good medical leave facilities to their employees and 27 respondents (i.e.: 54%) are agreed, because the promotional policy structure is good in the organization.

TABLE – 2**ASSOCIATION BETWEEN THE AGE AND FEEL SECURED IN THEIR JOB****Null Hypothesis:**

There is no significant difference between Age and Feel Secured in their Job

Feel Secured in their Job				
Age	Strongly Agree	Agree	Neutral	Total
20 - 30 Years	9	12	1	22
30 - 40 Years	7	9	4	20
40 - 50 Years	6	2	0	8
Total	22	23	5	50

Chi Square Value = 6.738

d.f. = 4

p-value = 0.150

From the above Chi square test result the calculated value (0.150) is greater than the table value (0.05). Hence null hypothesis is accepted. So, it is concluded that there is no significant difference between Age and Feel Secured in their Job.

TABLE – 3**ASSOCIATION BETWEEN THE GENDER AND OPINION ABOUT MEDICAL LEAVE FACILITY****Null Hypothesis:**

There is no significant difference between Gender and Opinion about Medical Leave Facility

Medical Leave Facility						
Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Male	5	22	10	1	0	38
Female	7	2	2	0	1	12
Total	12	24	12	1	1	50

Chi Square Value = 14.821

d.f. = 4

p-value = 0.005

From the above Chi square test result the calculated value (0.005) is less than the table value (0.05). Hence null hypothesis is rejected. So, it is concluded that there is a significant difference between Gender and Opinion about Medical Leave Facility

TABLE – 4
ASSOCIATION BETWEEN THE QUALIFICATION AND FEEL COMFORTABLE
IN THEIR JOB

Null Hypothesis:

There is no significant difference between Qualification and Feel Comfortable in their Job

Feel Comfortable in their Job				
Qualification	Strongly Agree	Agree	Neutral	Total
UG	6	9	0	15
PG	5	6	0	11
ITI	0	4	4	8
Diploma	2	1	1	4
Others	6	4	2	12
Total	19	24	7	50

Chi Square Value = 16.809 d.f. = 8 p-value = 0.032

From the above Chi square test result the calculated value (0.032) is less than the table value (0.05). Hence null hypothesis is rejected. So, it is concluded that there is a significant difference between Qualification and Feel Comfortable in their Job

TABLE – 5
ASSOCIATION RELATION BETWEEN THE FACTORS AND QUALIFICATION

Null Hypothesis:

There is no significant difference between work life balance factors and qualification of the respondents

Alternative Hypothesis:

There is a significant difference between work life balance factors and qualification of the respondents

		Sum of Squares	df	Mean Square	F	Sig.
Satisfied with working condition	Between Groups	3.850	4	.962	2.147	.090 Insignificant
	Within Groups	20.170	45	.448		
	Total	24.020	49			
Relationship with Co-workers	Between Groups	.038	4	.010	.017	.999 Insignificant
	Within Groups	25.082	45	.557		
	Total	25.120	49			

Training - Job Efficiency	Between Groups	4.991	4	1.248	2.954	.030 Significant
	Within Groups	19.009	45	.422		
	Total	24.000	49			
Feel Secured	Between Groups	1.268	4	.317	.715	.586 Insignificant
	Within Groups	19.952	45	.443		
	Total	21.220	49			
Freedom to use my skills	Between Groups	1.571	4	.393	.768	.552 Insignificant
	Within Groups	23.009	45	.511		
	Total	24.580	49			
Convenient Work Timings	Between Groups	1.422	4	.355	.523	.719 Insignificant
	Within Groups	30.578	45	.680		
	Total	32.000	49			
Motivation	Between Groups	2.185	4	.546	2.794	.037 Significant
	Within Groups	8.795	45	.195		
	Total	10.980	49			
Feel Comfortable	Between Groups	5.376	4	1.344	3.409	.016 Significant
	Within Groups	17.744	45	.394		
	Total	23.120	49			

From the above Anova Test result the factor such as Feel Comfortable, Motivation and Training Job efficiency was significant at 5% level of significance. Hence it is concluded that there is a significant difference between and within Qualification and Feel Comfortable, Motivation and Training Job efficiency.

FINDINGS:

- ✓ 54% are agreeing with the cordial relationship with management
- ✓ Majority 62% of the respondents are Agree regarding the cordial relationship with department
- ✓ 52% of the respondents are agreeing regarding the training program, because it molds employee relationship in a perfect manner
- ✓ 31 respondents (i.e.:62%) are agreed their organization gives adequate and fair compensation
- ✓ 27 respondents (i.e.: 57%) are agreed, because freedom to participate in decision making
- ✓ 26 respondents (i.e.: 52%) are agreed, because they are satisfied with their team.

- ✓ 32 respondents (i.e.: 64%) are agreed, because employees suggestions are implemented.
- ✓ That there is no significant difference between Age and Feel Secured in their Job.
- ✓ That there is a significant difference between Gender and Opinion about Medical Leave Facility
- ✓ That there is a significant difference between Qualification and Feel Comfortable in their Job.
- ✓ That there is a significant difference between and within Qualification and Feel Comfortable, Motivation and Training Job efficiency.
- ✓ 27 respondents (i.e.: 54%) are agreed, because the promotional policy structure is good in the organization.

SUGGESTIONS

1. The organization has to arrange the training and development programs for the employees in order to improve the efficiency of the employees as well as for the growth of the organization.
2. The management should recognize the achievements of employees and encourage them for further achievements.
3. Self-improvement of employees and their salary increment should be concentrated by the organization.
4. Grievance cell must be upgraded.
5. Organization should improve the safety measures and canteen facilities.

CONCLUSION

To achieve work life balance, every person should set the goal and excel both in career and family. Some of the strategies and skills at work such as planning, organizing and setting limits can be used at home and work place for accomplishing a satisfying and fulfilling well balanced life both professionally and personally. Employee should care the family both physically and financially to satisfy the family needs. Also work for the accomplishment of organizational objectives and individual upliftment to satisfy the career needs. Organizations need to adopt human resource strategies and policies to overcome the issues of the work life balance of women in the current business environment.

The driving force of organization is employee satisfaction. This study strongly suggests that there is strong relationship between work life balance and employee satisfaction. Today's human resource has come to a conclusion that there is a relationship between the employee satisfaction and business results. This realization has intensified the organization to focus and develop policies and programs on work life issues. Changing, developing and promoting the human resource are quite well planned in this organization in order to meet the future uncertainty. Work life balance remains an issue that requires considerable attention from society.

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