



Exploring the Effectiveness of Work-Life Balance Policies in IT and Consultancy Industry

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ABSTRACT

In the dynamic and high-pressure environment of the consulting industry, maintaining a sustainable work-life balance (WLB) has emerged as a significant concern. This study explores the implementation, awareness, and perceived effectiveness of work-life balance policies within CareerNet Technology, a leading recruitment and consultancy firm. Through primary data collected via structured questionnaires and supported by statistical analysis using SPSS, the research evaluates key WLB initiatives such as flexible working hours, parental leave, wellness programs, and employee assistance schemes. Findings reveal moderate to high levels of awareness among employees, with notable gaps in communication and access across experience levels, departments, and demographic groups. The study also highlights significant correlations between mental health, productivity, job satisfaction, and family relationships, affirming the critical impact of WLB on organizational performance. Based on the analysis, the report recommends enhanced communication strategies, policy refinement, and targeted interventions to improve employee engagement, reduce turnover, and foster a more supportive work culture. This research provides actionable insights for organizations aiming to align their WLB strategies with employee needs and industry demands.

Keywords: Work-life balance, Policy awareness, Employee Satisfaction

1. INTRODUCTION

1.1 Introduction of the Study

With the pace of industry speeding up, work-life balance is now seeming to be a severe problem mostly for Consulting employees and those who face strenuous work, longer hours, and tight deadlines. Achieving the balance between work functions and individual wellness is not only viewed as a personal goal but also forms one of the bases for productivity and employee satisfaction.

This study investigates the effectiveness of work-life balance policies in Consulting sectors with a focus on how facilities such as flexible time, wellness programs and customized leave policies contribute to the alleviation of stress at the workplace, increased job satisfaction, and improved performance of the employees. Given the complexity of the Consulting sector, which is dynamic and goal oriented, these unique challenges call for customized solutions to fit the specific needs of its workforce.

Therefore, effective policies regarding work-life balance depict supportive and compatible work situations hence advancing performance in organizations through ensuring well-being over the long term. Such efforts would include addressing stress management and construct adaptable models. This research provides insights on how these concepts implemented can safeguard both personal and organizational well-being."

Key Notes:

Work-life balance is not just a necessity for individual well-being—it is a cornerstone of long-term success in the Consulting sector. It promotes employee health, reduces stress, enhances productivity, and fosters a harmonious work environment, ultimately driving organizational growth and sustainability.

1.2 Profile of the Company



Careernet Technology

CareerNet Consultancy, headquartered in Bangalore, is a premier talent acquisition and recruitment solutions firm with over two decades of expertise in staffing for IT, technology, and consulting domains. Established in 1999, the company has emerged as a trusted partner for both Fortune 500 enterprises and high-growth startups, specializing in mid-to-senior level hiring across permanent, contract, and leadership positions.

With deep domain knowledge in emerging technologies like cloud computing, AI/ML, cybersecurity, and digital transformation, CareerNet offers end-to-end recruitment services including executive search, recruitment process outsourcing (RPO), and specialized staffing for ITES/BPO sectors.

The firm distinguishes itself through its strong industry networks, data-driven recruitment methodologies, and a consultative approach that aligns talent strategy with business objectives. Its Bangalore operations serve as a strategic hub for technology hiring, leveraging the city's status as India's IT capital to connect top-tier professionals with leading multinational corporations, consulting firms, and innovative tech startups.

CareerNet's service portfolio encompasses comprehensive workforce solutions, from bulk hiring for large-scale projects to niche searches for C-suite executives, supported by proprietary assessment tools and market intelligence.

The company's success stems from its ability to combine human expertise with technological enablement, making it a preferred staffing partner for organizations navigating digital transformation and talent scarcity challenges.

1.3 Services

CareerNet Technology offers a comprehensive suite of talent acquisition and recruitment solutions designed to address the dynamic hiring needs of organizations across the IT, consulting, and technology sectors. With a strategic focus on quality, innovation, and industry alignment, CareerNet's services enable businesses to scale effectively and build future-ready workforces. The core services provided by CareerNet Technology include:

1. Executive Search and Leadership Hiring

- Customized executive search solutions to identify and attract senior and C-suite talent.
- Focused leadership hiring across technology, finance, operations, and HR domains.
- Confidential and high-impact hiring processes tailored to business growth goals.

2. Recruitment Process Outsourcing (RPO)

- End-to-end management of recruitment functions through scalable RPO models.
- On-site, off-site, and hybrid RPO delivery models to suit organizational needs.
- Enhanced recruitment efficiency through AI-driven sourcing and assessment tools.

3. Permanent and Contract Staffing

- Agile staffing solutions for permanent roles across mid and senior levels.
- Contract staffing services for project-based, seasonal, or specialized hiring.
- Workforce solutions customized for IT/ITES, BFSI, e-commerce, and start-up ecosystems.

4. Technology-Enabled Hiring

- Proprietary platforms and AI-powered tools for candidate screening and analytics.
- Integration of data intelligence and recruitment automation to streamline hiring processes.
- Custom dashboards for clients to track recruitment metrics in real-time.

5. Campus Recruitment and Bulk Hiring

- Targeted campus hiring programs connecting clients with top engineering and management graduates.
- Large-scale bulk recruitment solutions for ramp-up and greenfield projects.
- Assessment-led hiring ensuring cultural and technical fit.

6. Skill-Based and Diversity Hiring

- Specialized hiring campaigns to promote diversity, equity, and inclusion (DEI) in the workplace.
- Skill-based recruitment solutions to bridge the gap between role expectations and talent readiness.
- Upskilling initiatives and advisory to align hiring with evolving market needs.

Through these diverse offerings, CareerNet Technology positions itself as a strategic partner in workforce transformation. Its client-centric, tech-driven approach ensures that companies not only fill roles but also build teams that align with their long-term vision and growth.

1.4 Organogram

CareerNet Technology maintains a robust organizational structure designed to streamline operations, drive strategic initiatives, and support scalable talent solutions across diverse industry sectors. Each department plays a critical role in delivering excellence in recruitment and workforce solutions. The following outlines the key functional units and leadership roles within the organization:

1. Chief Executive Officer (CEO)

- Provides overall strategic direction and leadership for the company.
- Responsible for long-term vision, business expansion, and organizational sustainability.
- Reports directly to the Board of Directors and oversees all executive decisions.

2. Chief Operating Officer (COO)

- Manages daily operations and ensures effective implementation of strategic plans.
- Oversees core departments such as IT, Business Development, Human Resources, and Operations.
- Coordinates inter-departmental functions to maintain efficiency and performance standards.

3. Human Resources Department

- Central to the company's recruitment and talent management initiatives.
- Includes HR Managers, Recruiters, and Assistants who handle sourcing, screening, onboarding, and employee engagement.
- Drives employer branding, employee welfare programs, and compliance with labor laws.

4. Information Technology (IT) Department

- Oversees the development and maintenance of the company's technological infrastructure.
- Ensures secure, scalable digital systems for internal operations and client-facing solutions.
- Manages software tools, cybersecurity protocols, and cloud-based platforms supporting recruitment processes.

5. Sales & Marketing Department

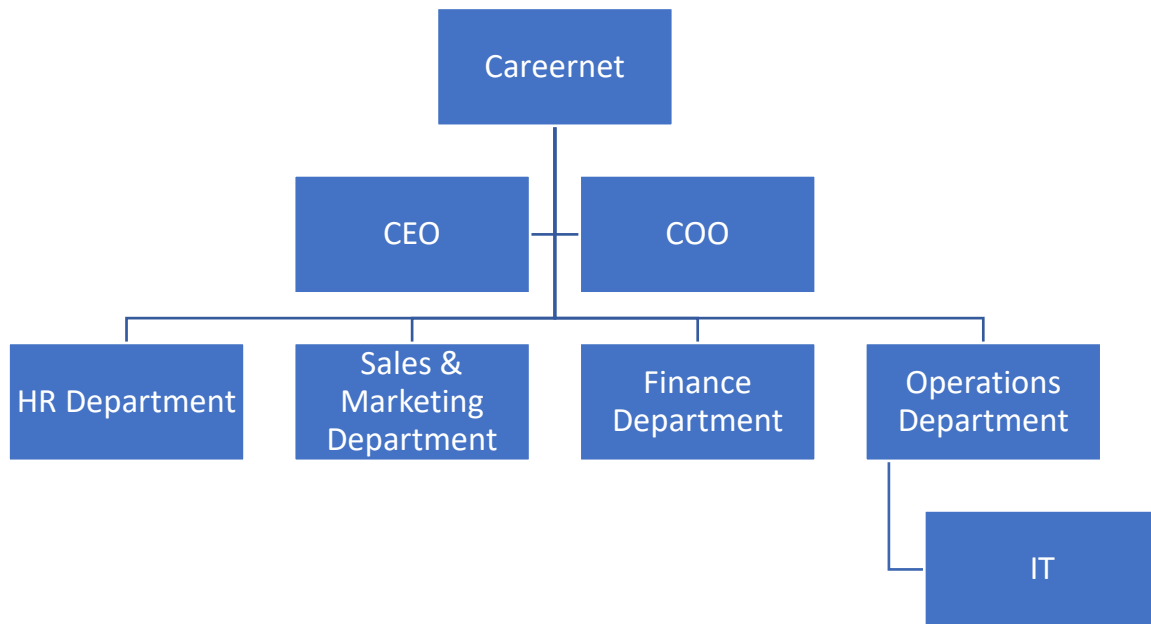
- Leads business development efforts and manages client acquisition strategies.
- Develops and executes marketing campaigns across digital platforms to enhance brand presence.
- Handles market research, content development, public relations, and client engagement initiatives.

6. Finance Department

- Responsible for financial planning, budgeting, reporting, and accounting functions.
- Ensures regulatory compliance and efficient financial management to support business growth.
- Manages audits, payroll, tax filings, and cost optimization strategies.

7. Operations Department

- Executes service delivery and ensures alignment with client expectations and project timelines.
- Manages logistics, internal workflow, and cross-functional coordination for seamless recruitment execution.
- Plays a key role in quality assurance, process optimization, and operational scalability.



1.5 Scope of the Study:

- **Focus on Careernet:** The study will specifically examine the implementation and effectiveness of work-life balance (WLB) policies within Careernet consultancy services, a key player in the RPO sector.
- **Employee Awareness and Perception:** The research will explore employee awareness of WLB policies, their accessibility, and how employees perceive these policies in terms of their impact on job satisfaction and well-being.
- **Policy Effectiveness:** The study will assess how well existing WLB policies are being implemented and whether they align with the unique demands of the Recruitment industry.
- **Recommendations for Improvement:** Based on findings, the study will provide actionable recommendations to enhance the work-life balance policies to improve productivity, reduce turnover, and ensure employee satisfaction.

Limitations of the Study:

- **Limited to One Company:** The research will be confined to Careernet, which may limit the generalizability of the findings to other companies in the RPO sector.
- **Focus on Employee-Level Data:** The study will primarily collect data from employees and may not fully account for the perspectives of senior management or HR teams involved in policy creation and implementation.
- **Time Constraints:** The study will be conducted within a limited timeframe, which may restrict the depth of analysis regarding long-term effects of WLB policies.
- **Potential Bias in Employee Responses:** Employee responses may be influenced by personal experiences or a desire to present the company in a positive light, potentially affecting the objectivity of the findings.

2. REVIEW OF LITERATURE

2.1 Introduction

The importance of work-life balance (WLB) has gained considerable attention in today's high-pressure corporate environment, especially within industries such as IT and consultancy, where long working hours, tight deadlines, and high cognitive demands are common. Ensuring that employees are able to maintain equilibrium between their personal and professional lives is increasingly seen not only as a human resources goal but as a strategic business imperative.

This chapter presents a comprehensive review of existing literature on work-life balance policies, with a specific focus on the IT and consultancy sectors. It explores the benefits of effective WLB strategies, the challenges in their implementation, and the evolving expectations of employees in a digital and

hybrid work landscape. The purpose of this literature review is to establish the theoretical foundation for the research conducted at CareerNet Technology and to identify areas where policy effectiveness can be enhanced.

The Role of Work-Life Balance in Employee Well-being

Work-life balance plays a pivotal role in enhancing employee well-being, reducing burnout, and improving job satisfaction. Numerous studies have indicated that employees who maintain a healthy balance between work and personal life tend to exhibit higher levels of engagement, productivity, and loyalty (Greenhaus & Allen, 2011).

In sectors such as IT and consulting, where work often extends beyond standard hours and into weekends, the lack of WLB policies can result in increased stress, absenteeism, and employee turnover. According to a report by Deloitte (2020), the IT workforce ranks among the top in terms of stress-related resignations, underscoring the need for robust, flexible, and inclusive WLB programs.

Advantages of Effective Work-Life Balance Policies

The implementation of strong work-life balance initiatives has yielded numerous benefits for organizations and employees alike:

1. **Improved Employee Morale and Job Satisfaction**
Employees who feel supported in balancing work and life responsibilities are more likely to be satisfied with their jobs and show greater commitment to the organization (Allen et al., 2000).
2. **Reduced Turnover and Absenteeism**
Companies that prioritize WLB see a decrease in employee turnover rates and absenteeism, saving costs related to recruitment and training (Kossek et al., 2010).
3. **Higher Productivity and Performance**
Flexibility in work schedules and wellness initiatives often lead to more focused, energized employees who contribute to increased organizational performance (Beauregard & Henry, 2009).
4. **Enhanced Employer Branding**
Organizations that promote WLB attract top talent by establishing themselves as employee-friendly workplaces. This reputation is particularly important in the competitive IT and consulting markets.
5. **Better Physical and Mental Health**
WLB policies that support rest, recreation, and mental health reduce instances of burnout and long-term stress-related health problems among employees.

Challenges in Implementing Work-Life Balance Programs

Despite their benefits, WLB policies face several implementation challenges, particularly in fast-paced, deadline-driven environments like IT and consultancy:

1. **Cultural Resistance and Managerial Attitudes**
Some managers may resist flexible working practices due to concerns about productivity or loss of control over teams (Haar & Spell, 2003).
2. **Unequal Access to Policies**
Not all employees may benefit equally. Field roles, client-facing positions, or certain senior positions may limit access to flexible working arrangements.
3. **Perception vs. Reality**
There can be a gap between policy existence and its actual implementation. Employees may be unaware of policies or hesitant to use them due to fear of career repercussions.
4. **Measurement Difficulties**
Measuring the true effectiveness of WLB policies can be difficult. Unlike financial KPIs, metrics such as “employee happiness” or “stress levels” are subjective and often underreported.

Best Practices for Work-Life Balance Implementation

Several best practices have been suggested in literature to ensure the successful implementation of WLB policies:

1. **Flexible Work Hours and Remote Work Options**
Allowing employees to choose their working hours or work remotely helps address diverse lifestyle needs.
2. **Supportive Leadership and HR Policies**
Managers must be trained to foster a culture that supports work-life balance without bias or negative judgment.

3. **Wellness Programs and Mental Health Support**

Organizations should offer access to wellness initiatives, counselling, and health checkups to support overall well-being.

4. **Transparent Communication**

Clearly communicating WLB policies and success stories through internal channels encourages adoption and builds trust.

5. **Feedback Mechanisms**

Regular surveys and open forums can help organizations monitor policy effectiveness and adapt based on employee feedback.

2.2 Problem Statement

Although organizations recognize the importance of work-life balance, there is often a significant gap between policy availability and actual usage by employees. At CareerNet Technology, which operates in a high-demand talent sourcing environment, the effectiveness of existing WLB policies remains underexplored.

The key problem lies in determining whether these policies are adequately communicated, fairly accessible, and effective in improving employee satisfaction and performance. Without this understanding, the organization risks decreased morale, increased turnover, and reduced employer attractiveness.

2.3 Research Gap

Most existing studies on work-life balance focus on large multinational firms or general industry-wide trends. However, there is limited research specific to mid-sized recruitment-focused organizations like CareerNet Technology.

Furthermore, while numerous policies are in place across organizations, few studies analyze the **employee perception** of these policies in the context of consultancy-based work cultures. Particularly lacking are evaluations that differentiate between **policy design** and **actual implementation**, and that consider internal HR challenges in execution.

This study fills the gap by offering a company-specific, data-driven assessment of how effectively work-life balance initiatives are supporting employee well-being and productivity at CareerNet Technology.

3. RESEARCH METHODOLOGY

Introduction

3.1 Research Design

The term "research design" refers to the framework of research techniques and methodologies that a researcher chooses to investigate. By using this strategy, researchers can make their studies more successful by fine-tuning their research procedures to suit the subject matter. Selecting a research topic involves talking about the many kinds of research (problem-solving, descriptive case study, survey research, correlational, semi experimental, review, and experimental design). In place of another way around, the research problem of an organization will influence the design. Which instruments to use and how to use them are specified during the study's design phase.

3.2 Sampling Design

A sampling design is a specific technique for choosing a sample from a specified population. It refers to the method or process used by the researcher to pick things for the sample. The sample design may also specify the sample size, or the number of objects to be part of the sample. The sample design in this study is classified as non-probability sampling. It facilitates data gathering by selecting individuals at random based on convenience or other factors.

Population:

- The target population for this study will comprise all employees in the department of the IT and consultancy industry. The total workforce consists of over 250 employees, making it a substantial sample for deriving meaningful insights.

Sample unit:

- The sample unit is made up of individual workers that were chosen to participate in the study.

Sampling Frame:

- The sample frame for this study includes employees from various departments and roles within the IT industry, such as HR, administration, sales, and Recruiters. It focuses on individuals at different hierarchical levels, ensuring diverse perspectives on work-life balance policies.

Sample Size:

- Sample size consists of 110 respondents in the organization.

Sampling Technique:

- The study employed convenience sampling, selecting participants based on their availability and willingness to contribute.

3.3 Objectives of the study

- **Examine Policy Awareness and Accessibility:**

This will assess how well employees are informed about the available WLB policies and whether they can easily access them. The aim is to ensure policies are clearly communicated and accessible to all employees.

- **Evaluate WLB Policy Implementation:**

This objective looks at how effectively these policies are put into practice within the organization, identifying any gaps between policy design and execution.

- **Analyze Employee Perception:**

The study will explore how employees perceive the WLB policies—whether they feel these policies positively impact their work-life balance and satisfaction.

- **Provide Recommendations:**

Based on the findings, practical recommendations will be made to improve policy effectiveness, ensuring a healthier and more productive work environment.

Type & Sources of Data**Primary data**

Collecting data using questionnaire is the primary source of information for this study.

Secondary data

Relevant company records, policy documents, and industry reports will be reviewed to supplement the primary data and provide context.

Data collection Tool

Data is collected through a survey questionnaire (Google Form, Written) which respondents are asked to complete it.

3.4 Tools For Analysis

Using SPSS software, a percentage analysis will be conducted alongside pre-tests, including assessments of normality, reliability, and homogeneity of variance, to evaluate the data collected. Based on the characteristics of the dataset, suitable statistical techniques such as parametric, non-parametric, or multivariate analyses will be applied. These methods aim to provide a comprehensive understanding of the effectiveness of work-life balance policies within the IT industry.

4. DATA ANALYSIS AND INTERPRETATION 4.1.RELIABILITY TEST

To find the reliability of the given data, Cronbach's Alpha test is performed and the result is given as follows

Reliability Statistics	
Cronbach's Alpha	N of Items
.767	19

Interpretation

The Cronbach's Alpha value of 0.767 indicates a **higher level of reliability and consistency** in the data used for this study. This suggests that the **questionnaire is reliable** for data collection and can be confidently used for research or analysis.

HOMOGENEITY OF VARIANCE

Null Hypothesis (Ho) There is no deviation in the variance of the group

Alternate Hypothesis (H1) There is deviation in the variance of the group

Test of Homogeneity of Variance

		Levene			
		Statistic	df1	df2	Sig.
Awareness-Flexible Working Hours	Based on Mean	4.079	1	87	.046
Awareness-Parental Leave	Based on Mean	1.122	1	87	.293
Awareness-Paid Leave Policies	Based on Mean	4.150	1	87	.045
Awareness-Health and Wellness Programs	Based on Mean	3.410	1	87	.068
Awareness-Safe and ergonomic working condition	Based on Mean	.611	1	87	.437
Awareness-Employee Assistance Program	Based on Mean	1.437	1	87	.234
Effectiveness-Flexible Working Hours	Based on Mean	3.450	1	87	.067
Effectiveness-Parental Leave	Based on Mean	.543	1	87	.463
Effectiveness-Paid Leave Policies	Based on Mean	.008	1	87	.931
Effectiveness-Childcare Support	Based on Mean	2.042	1	87	.157
Effectiveness-Health and Wellness Programs	Based on Mean	3.410	1	87	.068
Effectiveness-Safe and ergonomic working condition	Based on Mean	2.567	1	87	.113
Effectiveness-Employee Assistance Program	Based on Mean	1.179	1	87	.281
Work Productivity	Based on Mean	1.179	1	87	.281
Mental Health	Based on Mean	.238	1	87	.627
Physical Health	Based on Mean	.342	1	87	.560
Family Relationships	Based on Mean	.328	1	87	.569
Job Satisfaction	Based on Mean	3.348	1	87	.071
Do you frequently need to work overtime to meet job demands	Based on Mean	3.410	1	87	.068

Interpretation

The **Homogeneity** test evaluates variance equality across groups. Since **Awareness- Flexible Working Hours** and **Awareness-Paid Leave Policies** have p-values below 0.05, their variances are unequal, supporting the use of non-parametric tests. Most other variables show homogeneity ($p > 0.05$), indicating stable variance. Therefore, non-parametric methods are appropriate for further analysis.

PERCENTAGE ANALYSIS

Percentage analysis for gender

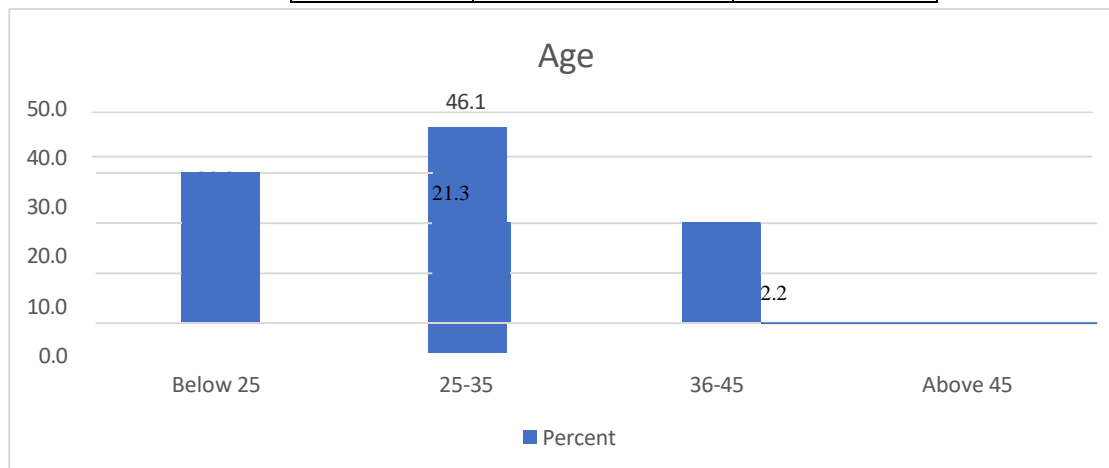
	Frequency	Percent
Male	78	87.6
Female	11	12.4
Total	89	100.0

Interpretation

The gender percentage analysis shows that **87.6% of respondents are male**, while **12.4% are female**, indicating a significant male majority in the sample. The bar chart visually represents this disparity, with males dominating the distribution. This suggests that the study population is heavily skewed toward males, potentially affecting gender-related findings.

Percentage analysis for Age

	Frequency	Percent
Below 25	27	30.3
25-35	41	46.1
36-45	19	21.3
Above 45	2	2.2
Total	89	100.0



Interpretation

The age distribution analysis reveals that the majority of respondents (46.1%) are between **25-35 years**, followed by **30.3% below 25 years**. About **21.3% fall within 36-45 years**, while only **2.2% are above 45 years**. The data suggests that younger individuals dominate the sample, with fewer older participants.

Percentage analysis for Marital Status:

	Frequency	Percent
Married	52	58.4
UnMarried	37	41.6
Total	89	100.0



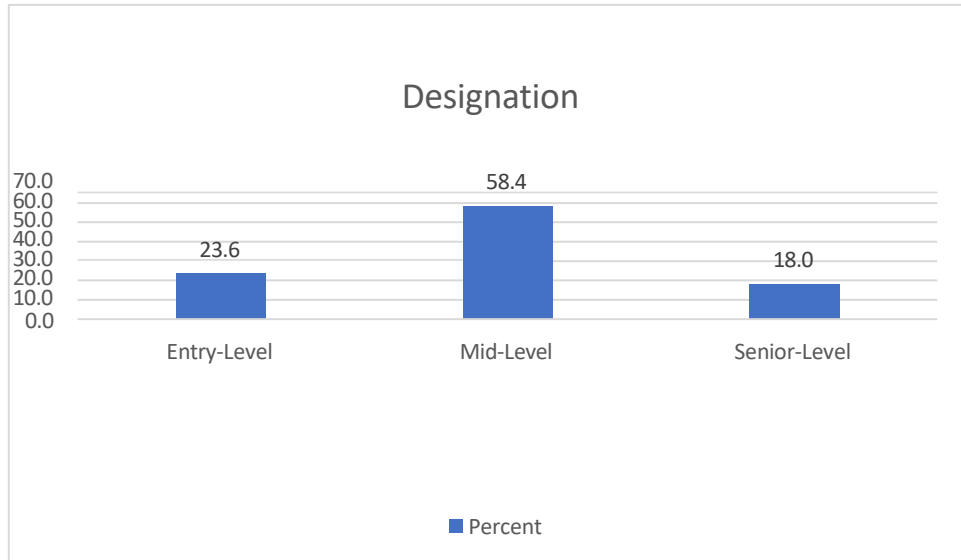
Interpretation

The marital status analysis indicates that **58.4% of respondents are married**, while **41.6% are unmarried**. This suggests that a majority of the sample consists of married individuals, though a significant portion remains unmarried. The data provides insights into the demographic composition of the participants based on their marital status.

Percentage analysis for Designation

	Frequency	Percent
Entry-Level	21	23.6

Mid-Level	52	58.4
Senior-Level	16	18.0
Total	89	100.0

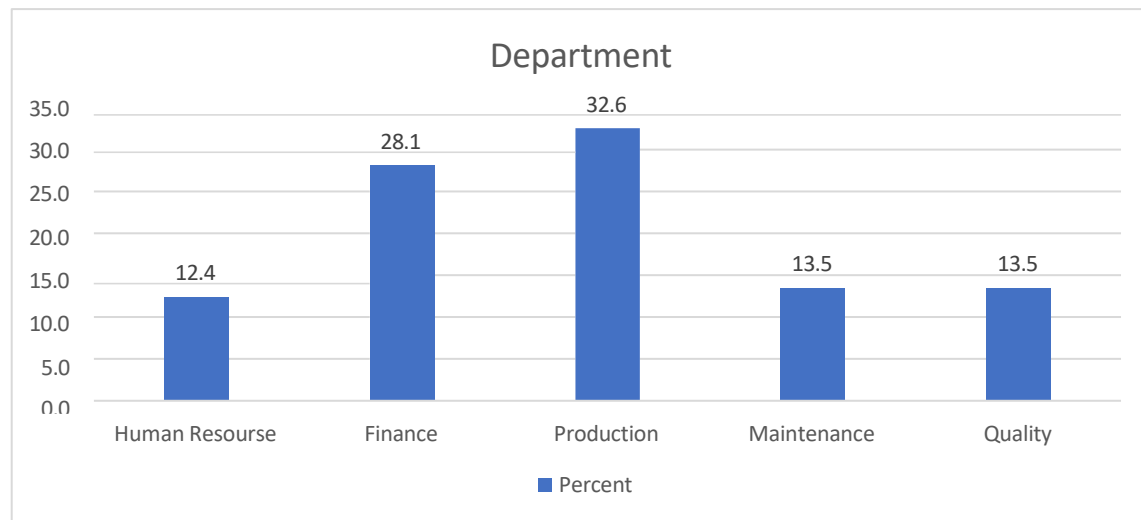


Interpretation

The designation analysis reveals that **58.4% of employees are at the mid-level**, making it the most common designation. **23.6% hold entry-level positions**, while **18.0% are in senior-level roles**. This distribution suggests that the majority of employees have moved beyond entry-level roles but have not yet reached senior management positions.

Percentage analysis for Department

	Frequency	Percent
Human Resource	11	12.4
Finance	25	28.1
Production	29	32.6
Maintenance	12	13.5
Quality	12	13.5
Total	89	100.0

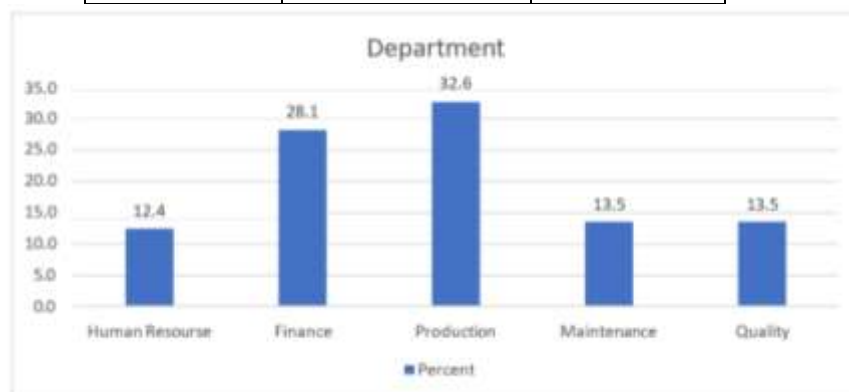


Interpretation

The department-wise analysis indicates that **Production** has the highest representation at **32.6%**, followed by **Finance at 28.1%**. The **Quality and Maintenance** departments each account for **13.5%**, while the **Human Resource** department has the lowest proportion at **12.4%**. This suggests that the workforce is primarily concentrated in Production and Finance, reflecting their significant roles in the organization.

Percentage analysis for **shift**

	Frequency	Percent
A Shift	10	11.2
General Shift	71	79.8
C Shift	8	9.0
Total	89	100.0

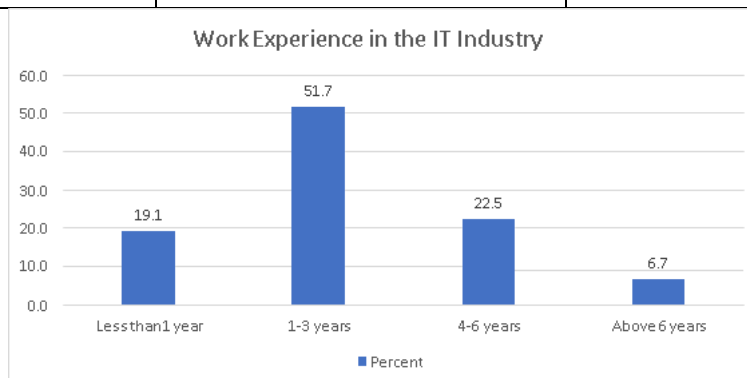


Interpretation

The shift analysis shows that **General Shift** has the highest participation, accounting for **79.8%** of employees. **A Shift** has **11.2%**, while **C Shift** has the lowest representation at **9.0%**. This suggests that the majority of employees work in a fixed daytime schedule, with fewer employees in rotational shifts.

Percentage analysis for **Work Experience in the IT Industry**

	Frequency	Percent
Less than 1 year	17	19.1
1-3 years	46	51.7
4-6 years	20	22.5
Above 6 years	6	6.7
Total	89	100.0

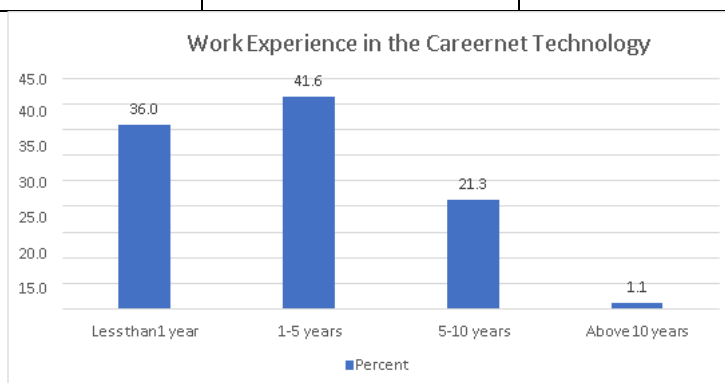


Interpretation

The analysis of work experience in the IT industry reveals that a significant portion of employees, accounting for **51.7%**, have been working in the industry for **1 to 3 years**, indicating a relatively young workforce. Additionally, **19.1%** of employees have **less than one year** of experience, suggesting a steady influx of new talent. Meanwhile, **22.5%** of employees have **4 to 6 years** of experience, representing a group with moderate expertise in the field. However, only **6.7%** of employees have been in the industry for **more than six years**, highlighting a lower retention of long-term professionals. This trend suggests that while the industry is attracting new talent, it may need to implement **better retention strategies** to maintain a balanced workforce with experienced professionals.

Percentage analysis for **Work Experience in the Careernet Technology****Work Experience in the Careernet Technology**

	Frequency	Percent
Less than 1 year	32	36.0
1-5 years	37	41.6
5-10 years	19	21.3
Above 10 years	1	1.1
Total	89	100.0

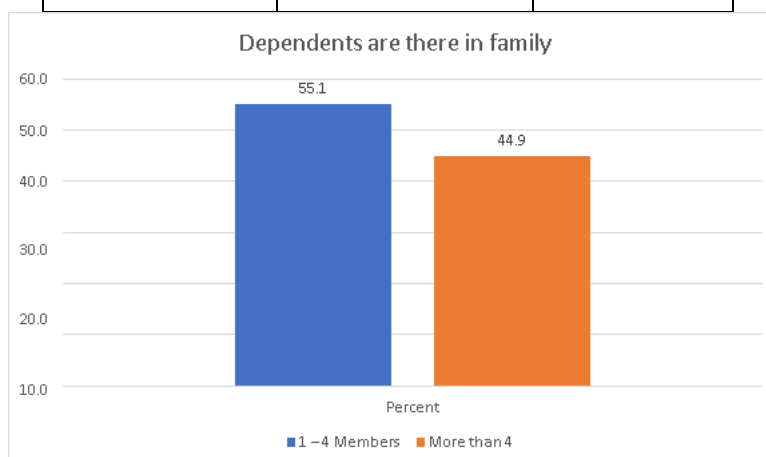


Interpretation

The analysis of work experience in the **Careernet** shows that the majority of employees have **1 to 5 years of experience (41.6%)**, followed closely by **employees with less than one year of experience (36.0%)**. This suggests that the workforce is relatively new, with a high influx of fresh talent. Additionally, **21.3% of employees have between 5 to 10 years of experience**, indicating a moderate level of retention. However, only **1.1% of employees have been in the industry for more than 10 years**, highlighting a significant decline in long-term workforce retention. This trend suggests that while the industry successfully attracts new employees, **strategies to improve long-term retention and career growth opportunities could be beneficial**.

Percentage analysis for **dependents are there in family**

	Frequency	Percent
1 – 4 Members	49	55.1
More than 4	40	44.9
Total	89	100.0

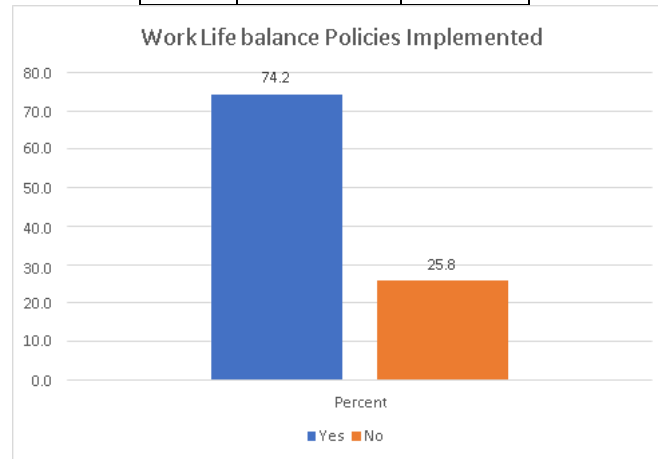


Interpretation

The data on family dependents indicates that a **majority (55.1%) of employees have between 1 to 4 dependents**, while **44.9% have more than four dependents**. This suggests that most employees support relatively smaller families, which could have implications for financial planning and work-life balance. However, a significant portion of the workforce has larger families, potentially indicating **higher financial responsibilities** and the need for **better employee welfare programs, financial assistance, or flexible work policies** to support their well-being.

Percentage analysis for aware of work-life balance policies implemented

	Frequency	Percent
Yes	66	74.2
No	23	25.8
Total	89	100.0

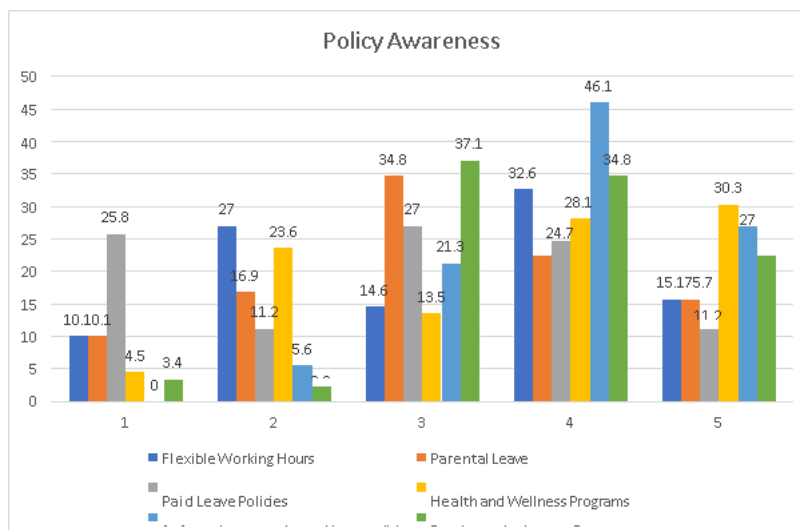


Interpretation

The data on awareness of work-life balance policies in the organization reveals that **74.2% of employees are aware of such policies**, while **25.8% are not**. This indicates that the majority of employees recognize the efforts made by the organization to maintain a work-life balance. However, the fact that nearly a quarter of employees are unaware suggests a need for **better communication and awareness programs**. The organization may consider conducting **training sessions, workshops, or regular updates** to ensure that all employees understand and can benefit from the policies in place.

Percentage analysis for Choose the awareness level of the following policies available in your organization

	1	2	3	4	5
Flexible Working Hours	10.1	27	14.6	32.6	15.7
Parental Leave	10.1	16.9	34.8	22.5	15.7
Paid Leave Policies	25.8	11.2	27	24.7	11.2
Health and Wellness Programs	4.5	23.6	13.5	28.1	30.3
Safe and ergonomic working condition	0	5.6	21.3	46.1	27
Employee Assistance Program	3.4	2.2	37.1	34.8	22.5

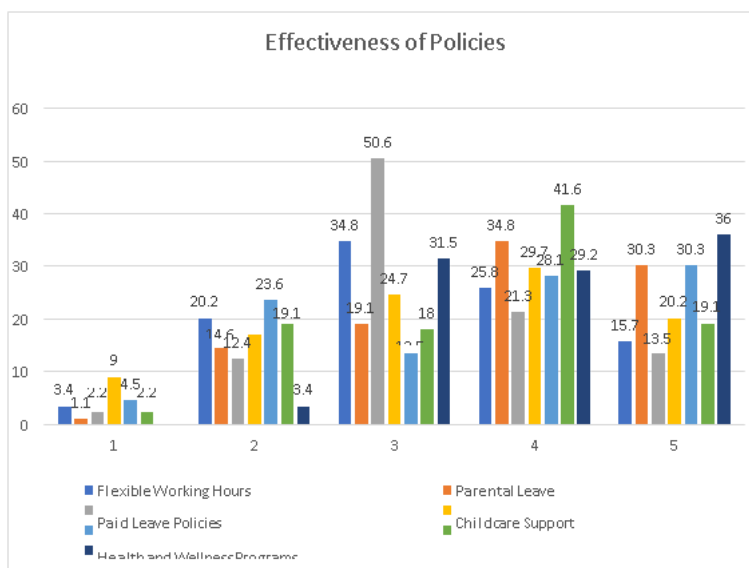


Interpretation

The data on policy awareness among employees highlights varying levels of recognition for different work-life balance initiatives. Flexible working hours show moderate awareness, with 32.6% rating it at level 4 and 27% at level 2, yet no employees rated it at the highest level, indicating a need for better communication and promotion. Parental leave awareness is highest at level 3 (34.8%), but 16.9% of employees rated it at level 2, suggesting partial understanding and room for improvement to ensure full awareness of its benefits. Paid leave policies have mixed awareness, with 27% at level 3 and 25.8% at level 1, reflecting a need for better communication, though overall awareness is relatively higher than some other policies. Health and wellness programs have strong awareness, with 30.3% at level 5 and 28.1% at level 4, while safe and ergonomic working conditions are also well recognized, with 46.1% at level 4 and 27% at level 5, showing that employees are well-informed about workplace safety. Employee assistance programs show good awareness, with 37.1% at level 3 and 34.8% at level 4, though some employees remain unaware of their full benefits. Overall, while health and wellness programs and workplace safety initiatives have strong awareness, policies like flexible working hours, parental leave, and paid leave require better promotion and communication to ensure employees fully understand and utilize these benefits.

Percentage analysis for effectiveness work life balance

	1	2	3	4	5
Flexible Working Hours	3.4	20.2	34.8	25.8	15.7
Parental Leave	1.1	14.6	19.1	34.8	30.3
Paid Leave Policies	2.2	12.4	50.6	21.3	13.5
Childcare Support	9	16.9	24.7	29.7	20.2
Health and Wellness Programs	4.5	23.6	13.5	28.1	30.3
Safe and ergonomic working condition	2.2	19.1	18	41.6	19.1
Employee Assistance Program	0	3.4	31.5	29.2	36



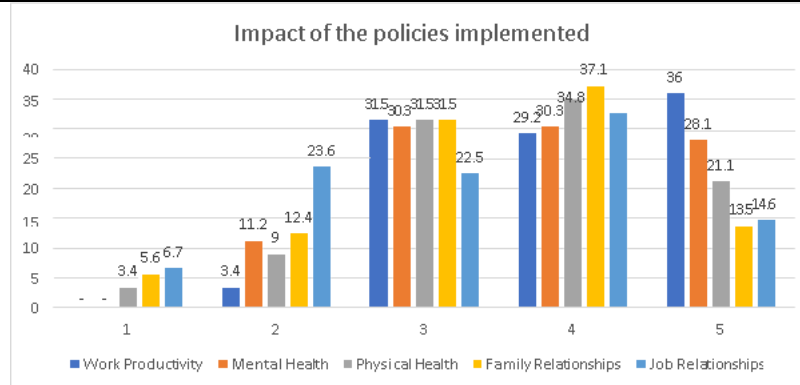
Interpretation

The data on the effectiveness of workplace policies reveals varying levels of perceived impact among employees. Flexible working hours are rated as highly effective by 25.8% at level 4 and 34.8% at level 3, suggesting moderate satisfaction. Parental leave has strong effectiveness, with 34.8% rating it at level 4 and 30.3% at level 5. Paid leave policies are perceived as most effective, with 50.6% at level 3, though only 13.5% rated them at level 5, indicating potential improvements. Childcare support has a balanced effectiveness distribution, with 29.7% at level 4 and 20.2% at level 5, showing it is appreciated but may need enhancements. Health and wellness programs are well-regarded, with 30.3% rating them at level 5 and 28.1% at level 4. Safe and ergonomic working conditions have a strong effectiveness perception, with 41.6% at level 4 and 19.1% at level 5. Employee assistance programs are considered highly effective, with 36% rating them at level 5 and 29.2% at level 4.

4. Overall, while most policies are seen as effective, improvements in paid leave policies and childcare support could enhance their impact further.

Percentage analysis for Impact of the policies implemented

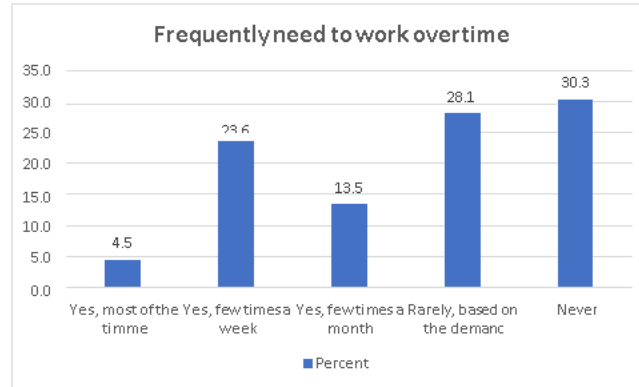
	1	2	3	4	5
Work Productivity	0	3.4	31.5	29.2	36
Mental Health	0	11.2	30.3	30.3	28.1
Physical Health	3.4	9	31.5	34.8	21.1
Family Relationships	5.6	12.4	31.5	37.1	13.5
Job Relationships	6.7	23.6	22.5	32.6	14.6

**Interpretation**

The impact of implemented policies on various aspects of employees' well-being and performance shows significant positive trends. Work productivity has been highly influenced, with 36% rating it at level 5 and 29.2% at level 4, indicating a strong boost in efficiency. Mental health has also seen improvements, with 30.3% rating it at both levels 3 and 4, though a relatively lower 28.1% rated it at level 5, suggesting room for further enhancement. Physical health benefits are well-distributed, with 34.8% at level 4 and 21.1% at level 5, though some employees (3.4%) rated it at level 1, indicating varied experiences. Family relationships have been positively impacted, with 37.1% rating it at level 4, though only 13.5% rated it at level 5, suggesting that while policies support work-life balance, improvements may be needed. Job relationships have shown a considerable boost, with 32.6% at level 4 and 14.6% at level 5, indicating better workplace interactions. Overall, while the policies have significantly improved work productivity, mental and physical health, and relationships, further refinements could maximize their effectiveness.

Percentage analysis for Frequently need to work overtime**Do you frequently need to work overtime to meet job demands**

	Frequency	Percent
Yes, most of the timme	4	4.5
Yes, few times a week	21	23.6
Yes, few times a month	12	13.5
Rarely, based on the demand	25	28.1
Never	27	30.3
Total	89	100.0



Interpretation

The data on overtime work requirements indicates that 4.5% of employees frequently work overtime, while 23.6% do so a few times a week, and 13.5% a few times a month. A significant portion, 28.1%, works overtime only when required by demand, while 30.3% never work overtime. This suggests that while a considerable number of employees occasionally work overtime, the majority either rarely or never do, highlighting a relatively balanced workload distribution.

Spearman rho's Correlation

	Work Productivity	Mental Health	Physical Health	Family Relationships	Job Satisfaction
Work Productivity	1.000	.413**	.026	.172	.032
Mental Health		1.000	.277**	.221*	.049
Physical Health			1.000	.239*	.208*
Family Relationships				1.000	.331**
Job Satisfaction					1.000

Interpretation

The Spearman rho correlation matrix highlights significant relationships between key workplace factors. Work productivity has a moderately positive correlation with mental health ($p = .413^{**}$), suggesting that better mental well-being enhances productivity. Mental health also has a positive correlation with physical health ($p = .277^{**}$) and family relationships ($p = .221^{*}$), indicating that mental well-being is interlinked with overall health and social support.

Physical health correlates positively with family relationships ($p = .239^{*}$) and job satisfaction ($p = .208^{*}$), emphasizing the role of well-being in workplace happiness. Notably, family relationships have a moderate positive correlation with job satisfaction ($p = .331^{**}$), highlighting the importance of work-life balance in overall job contentment. These findings suggest that enhancing mental health, physical well-being, and family support systems can lead to better productivity and job satisfaction.

Mann-Whitney U Test for Gender

	Flexible Working Hours	Parental Leave	Paid Leave Policies	Safe and ergonomic working condition
Mann-Whitney U	185.000	236.000	270.500	248.000
Wilcoxon W	3266.000	3317.000	3351.500	3329.000
Z	-3.141	-2.486	-2.032	-2.367
Asymp. Sig.(2-tailed)	.002	.013	.042	.018

Interpretation

The Mann-Whitney U test results indicate significant differences between genders regarding flexible working hours ($p=0.002$), parental leave ($p=0.013$), paid leave policies ($p=0.042$), and safe and ergonomic working conditions ($p=0.018$).

= 0.018p=0.018). Since all p-values are below 0.05, this suggests that gender-based differences exist in perceptions or access to these workplace policies.

Test Statistics

	Awareness- Safe and ergonomic working condition	Awareness- Employee Assistance Program	Effective ness- Flexible Working Hours	Effective ness- Parental Leave	Effective ness- Childcare Support	Effectiveness - Safe and ergonomic working condition	Effective ness- Employee Assistance Program	Work Productivity	Mental Health	Physical Health
Mann-Whitney U	737.500	651.000	689.500	728.000	569.500	650.000	705.500	705.500	646.000	466.500
Wilcoxon W	2115.500	2029.000	2067.500	2106.000	1947.500	2028.000	2083.500	2083.500	2024.000	1844.500
Z	-2.000	-2.736	-2.354	-2.031	-3.359	-2.725	-2.254	-2.254	-2.742	-4.309
Asym p. Sig. (2-tailed)	.045	.006	.019	.042	.001	.006	.024	.024	.006	.000

a. Grouping Variable: Marital Status

Interpretation

The Mann-Whitney U test results indicate significant differences in workplace perceptions between married and unmarried employees. The test examines various factors, including awareness of safe working conditions, employee assistance programs, flexible working hours, parental leave, childcare support, work productivity, and overall well-being (mental and physical health). The p-values for these factors are all below 0.05, indicating statistically significant differences. Negative Z-values suggest that unmarried employees rated these workplace aspects lower compared to married employees, implying that married individuals may find workplace policies more effective or beneficial. These findings highlight the need for organizations to consider marital status when designing employee policies to ensure they address the needs of both married and unmarried employees effectively.

	Awareness- Flexible Working Hours	Awareness- Paid Leave Policies	Awareness- Health and Wellness Programs	Effectiveness- Health and Wellness Programs	Effectiveness- Employee Assistance Program	Work Productivity	Mental Health	Physical Health	Family Relationships	Do you frequently need to work overtime to meet job demands
Mann-Whitney U	612.000	731.500	641.500	641.500	709.500	709.500	736.000	542.000	708.500	641.500
Wilcoxon W	1837.000	1956.500	1866.500	1866.500	1934.500	1934.500	1556.000	1362.000	1933.500	1866.500
Z	-3.134	-2.108	-2.888	-2.888	-2.355	-2.355	-2.097	-3.774	-2.343	-2.888

Asym p.	.002	.035	.004	.004	.019	.019	.036	.000	.019	.004
Sig. (2-tailed)										

a. Grouping Variable: How many dependents are there in your family

Interpretation

The Mann-Whitney U test results indicate significant differences in workplace perceptions based on the number of dependents in an employee's family. The test analyzes various factors, including awareness of flexible working hours, paid leave policies, health and wellness programs, employee assistance programs, work productivity, and overall well-being (mental and physical health). The p-values for these factors are below 0.05, indicating statistically significant differences. Negative Z-values suggest that employees with more dependents rated these workplace aspects lower compared to those with fewer dependents, possibly due to increased work-life balance challenges. Notably, physical health and family relationships show strong significance, implying that employees with more dependents may experience higher stress levels and struggle with maintaining family-work balance. These findings highlight the need for organizations to implement supportive policies that consider employees' family responsibilities, such as flexible work arrangements and wellness programs, to ensure better employee well-being and productivity.

Test Statistics a

	Awareness- Safe and ergonomic working condition	Effectiveness- Parental Leave	Effectiveness- Paid Leave Policies	Mental Health	Physical Health
Mann-Whitney U	523.000	444.000	515.500	514.000	496.000
Wilcoxon W	799.000	720.000	791.500	790.000	772.000
Z	-2.367	-3.078	-2.465	-2.393	-2.575
Asymp. Sig. (2-tailed)	.018	.002	.014	.017	.010

a. Grouping Variable: Are you aware of work-life balance policies implemented in your organization

Interpretation

The Mann-Whitney U test results show significant differences in perceptions of work-life balance policies among employees based on their awareness of such policies in their organization. The p-values for all tested factors—safe and ergonomic working conditions, parental leave, paid leave policies, mental health, and physical health—are below 0.05, indicating statistically significant differences between groups. Negative Z-values suggest that employees who are unaware of work-life balance policies tend to perceive these workplace aspects less favorably compared to those who are aware. This implies that awareness plays a crucial role in how employees evaluate workplace support systems. Organizations should enhance communication and training on work-life balance policies to ensure that employees understand and benefit from the available programs, leading to better job satisfaction, well-being, and productivity.

KRUSKAL-WALLIS TEST FOR MODEL

Formulation of Hypothesis

H0 There is no statistical difference of opinion among the respondents based on EXPERIENCE.

H1 There is Statistical difference of opinion among the respondents based on EXPERIENCE.

Test Statistics a,b

	Awareness- Paid Leave Policies	Awareness- Health and Safe	Awareness- and Safe and	Effectiveness- Parental Leave	Effectiveness- Childcare Support	Effectiveness- Health and Wellness	Mental Health	Physical Health	Do you frequently need to work overtime to
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		Wellness Programs	ergonomic working condition			Programs			meet job demands
Chi- Square	10.200	11.626	8.744	7.956	9.273	11.626	20.795	12.172	11.626
df	3	3	3	3	3	3	3	3	3
Asym p. Sig.	.017	.009	.033	.047	.026	.009	.000	.007	.009

Interpretation

The Kruskal-Wallis test results indicate statistically significant differences in opinions among respondents based on their experience for several workplace policies and well-being factors. Specifically, awareness of paid leave policies, health and wellness programs, and safe and ergonomic working conditions show significant differences, with p-values of 0.017, 0.009, and 0.033, respectively. Similarly, the effectiveness of parental leave and childcare support programs exhibits statistical significance, with p-values of 0.047 and 0.026. Moreover, factors related to employee well-being, such as the effectiveness of health and wellness programs, mental health, physical health, and the frequency of working overtime, all have p-values below 0.05, indicating substantial differences in opinion based on experience. However, awareness of the employee assistance program and family relationships do not show statistically significant differences, with p-values of 0.426 and 0.140, respectively. These findings support the alternative hypothesis (H1), suggesting that employees' experience levels influence their perceptions of workplace policies and well-being initiatives.

Test Statistics a,b

	Awareness- Health and Wellness Programs	Awareness- Safe and ergonomic working condition	Effectiveness- Flexible Working Hours	Effectiveness- Health and Wellness Programs	Job Satisfaction	Do you frequently need to work overtime to meet job demands
Chi- Square	10.241	10.686	5.695	10.241	13.551	10.241
df	2	2	2	2	2	2
Asymp. Sig.	.006	.005	.058	.006	.001	.006

a. Kruskal Wallis Test

b. Grouping Variable: Designation

Interpretation

The Kruskal-Wallis test results indicate significant differences in perceptions of workplace factors based on employee designation. The p-values (Asymp. Sig.) for awareness of health and wellness programs (0.006), awareness of safe and ergonomic working conditions (0.005), effectiveness of health and wellness programs (0.006), job satisfaction (0.001), and the need to frequently work overtime (0.006) are all below the 0.05 threshold, indicating statistically significant differences between different designation groups. However, the effectiveness of flexible working hours has a p-value of 0.058, which is above 0.05, suggesting that perceptions of flexible working hours do not significantly differ across designations. The significant results suggest that employees in different roles experience and perceive workplace policies, health programs, and job demands differently. Organizations should tailor their policies and support systems to accommodate varying needs based on employee designation to enhance job satisfaction and well-being.

	Awareness	Awareness	Awareness	Effectiveness	Effectiveness	Effectiveness	Do you frequently need to work
			-Health and	-Parental Leave			

	-Flexible Working Hours	-Paid Leave Policies	Wellness Programs		-Health and Wellness Programs	-Safe and ergonomic working condition	overtime to meet job demands
Chi- Square	25.049	19.691	11.501	12.030	11.501	14.037	11.501
df	4	4	4	4	4	4	4
Asymp . Sig.	.000	.001	.021	.017	.021	.007	.021

a. Kruskal Wallis Test

b. Grouping Variable: Which shift are you currently working in

Interpretation

The Kruskal-Wallis test indicates significant differences across departments in perceptions of workplace policies, with p-values below 0.05 for awareness of flexible working hours, paid leave policies, health and wellness programs, and the effectiveness of parental leave, health programs, and ergonomic working conditions. Additionally, differences in the frequency of overtime work demands were observed. These results suggest that employees in different departments have varying experiences and awareness levels regarding workplace policies, emphasizing the need for department-specific interventions. HR and management should focus on targeted strategies to enhance policy effectiveness, address disparities, and improve work-life balance, particularly in departments facing higher overtime demands.

Test Statistics^{a,b}

	Awareness -Parental Leave	Awareness -Health and Wellness Programs	Effectiveness -Childcare Support	Effectiveness -Health and Wellness Programs	Family Relationship s	Job Satisfaction	Do you frequently need to work overtime to meet job demands
Chi- Square	8.495	9.299	7.685	9.299	10.789	13.580	9.299
df	2	2	2	2	2	2	2
Asymp . Sig.	.014	.010	.021	.010	.005	.001	.010

a. Kruskal Wallis Test

b. Grouping Variable: Which shift are you currently working in

Interpretation

The Kruskal-Wallis test results indicate significant differences among employees working in different shifts concerning awareness of parental leave ($p = 0.014$), health and wellness programs ($p = 0.010$), effectiveness of childcare support ($p = 0.021$), family relationships ($p = 0.005$), job satisfaction ($p = 0.001$), and overtime work demands ($p = 0.010$). These findings suggest that employees' perceptions of work-life balance policies, job satisfaction, and overtime requirements vary based on their shift. Organizations should consider shift-specific interventions to address disparities, improve policy effectiveness, and ensure equal support for employees across all working shifts.

Test Statistics ^{a,b}

	Awareness -Flexible Working Hours	Awareness -Paid Leave Policies	Awareness -Employee Assistance Program	Effectiveness -Parental Leave	Effectiveness -Childcare Support	Mental Health	Family Relationship s
Chi- Square	15.037	8.755	13.845	18.573	10.931	15.62 5	11.326
df	3	3	3	3	3	3	3
Asymp. . Sig.	.002	.033	.003	.000	.012	.001	.010

a) Kruskal Wallis Test

b) Grouping Variable: Work Experience in the IT Industry

Interpretation

The Kruskal-Wallis test results indicate that work experience in the IT industry significantly influences employees' awareness and perceptions of various work-life balance policies. The p-values for awareness of flexible working hours ($p = 0.002$), paid leave policies ($p = 0.033$), employee assistance programs ($p = 0.003$), effectiveness of parental leave ($p = 0.000$), childcare support ($p = 0.012$), mental health ($p = 0.001$), and family relationships ($p = 0.010$) are all below 0.05, suggesting significant differences in perceptions across different experience levels. This implies that employees with varying years of experience have different levels of awareness and satisfaction with workplace policies. Organizations should consider customizing their communication and policy implementation strategies to ensure that employees at all experience levels are well-informed and supported in their work-life balance needs.

Test Statistics a,b

	Awareness- Flexible Working Hours	Awareness- Parental Leave	Awareness- Paid Leave Policies	Mental Health
Chi- Square	11.043	11.055	8.037	9.768
df	3	3	3	3
Asymp. Sig.	.011	.011	.045	.021

a. Kruskal Wallis Test

b. Grouping Variable: Work Experience in the Careernet Technology

Interpretation

The Kruskal-Wallis test results suggest that work experience in the Careernet significantly affects employees' awareness of various work-life balance policies. The p-values for awareness of flexible working hours ($p = 0.011$), parental leave ($p = 0.011$), paid leave policies ($p = 0.045$), and mental health ($p = 0.021$) are all below 0.05, indicating statistically significant differences among employees with different levels of work experience. This implies that employees' perceptions and awareness of these policies vary based on their tenure within the organization. Organizations should focus on targeted awareness programs to ensure that all employees, regardless of experience, have equal access to information about work-life balance policies and benefits.

Test Statistics a,b

	Awareness- Flexible Working Hours	Awareness- Parental Leave	Awareness- Paid Leave Policies	Awareness- Health and Wellness Programs	Awareness- Safe and ergonomic working condition	Effective ness- Flexible Working Hours	Effective ness- Health and Wellness Program s	Effective ness- Safe and ergonomic working condition	Job Satisfac tion	Do you frequently need to work overtime to meet
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										job demands
Chi-Square	16.635	11.217	15.780	13.990	16.220	14.192	13.990	9.030	12.460	13.990
df	3	3	3	3	3	3	3	3	3	3
Asymp. Sig.	.001	.011	.001	.003	.001	.003	.003	.029	.006	.003

a. Kruskal Wallis Test

b. Grouping Variable: What is your monthly salary

Interpretation

The Kruskal-Wallis test results indicate that employees' monthly salaries significantly impact their awareness and perception of various work-life balance and job satisfaction factors. The p-values for awareness of flexible working hours ($p = 0.001$), parental leave ($p = 0.011$), paid leave policies ($p = 0.001$), health and wellness programs ($p = 0.003$), and safe and ergonomic working conditions ($p = 0.001$) suggest significant differences in awareness levels among employees with different salary ranges. Additionally, effectiveness perceptions of flexible working hours ($p = 0.003$), health and wellness programs ($p = 0.003$), and safe working conditions ($p = 0.029$) also show significant variation. Job satisfaction ($p = 0.006$) and the need for overtime work ($p = 0.003$) are also significantly influenced by salary levels. These results suggest that employees with different salary levels perceive and experience work-life balance policies differently. Organizations should ensure equitable communication and implementation of these policies across all salary groups to enhance job satisfaction and well-being.

CROSS TAB

Source of Information about policies	Count	Percentage
Company Handbook	55	61.80
HR announcements	48	53.93
Colleagues	29	32.58
Through Union Head	19	21.35
Company Website	7	7.87
Throuh Internet	14	15.73
From Previous Company	6	6.74

INTERPRETATION

The data presents various sources from which employees obtain information about company policies. The most common source is the **Company Handbook** (61.80%), followed closely by **HR Announcements** (53.93%), indicating that official documentation and direct communication from HR are the primary sources of policy-related information. **Colleagues** (32.58%) also play a significant role in disseminating policy knowledge, while **Union Heads** (21.35%) contribute to a lesser extent. Online sources such as the **Company Website** (7.87%) and **Internet** (15.73%) are less frequently used, indicating that digital platforms are not the primary medium for policy communication. The lowest percentage (6.74%) comes from employees learning about policies from their **previous companies**, showing that external experience has minimal influence. The findings suggest that companies should reinforce HR communication and enhance digital accessibility to ensure effective dissemination of policy information.

5. Conclusion

5.1 Findings

Based on the analysis conducted through the Mann-Whitney U Test and Kruskal-Wallis Test, the following findings have emerged:

1. **Policy Awareness and Accessibility:**

- Awareness of paid leave policies, health and wellness programs, and safe ergonomic working conditions showed statistically significant differences based on employee experience.
- This indicates that while some employees are well-informed, others may lack adequate knowledge about the available policies.

2. **WLB Policy Implementation:**

- The effectiveness of parental leave and childcare support programs was found to have significant variations in perception, suggesting inconsistencies in policy implementation.
- Employees with different levels of experience may face different levels of access and utilization of these policies.

3. **Employee Perception of WLB Policies:**

- The perception of workplace well-being initiatives, including mental and physical health programs, showed statistically significant differences.
- Employees with different experiences perceive policies differently, with some feeling more supported than others.
- The frequency of working overtime was also found to be a significant factor, indicating that workload and work-life balance challenges are not uniform across the workforce.

4. **Identified Gaps:**

- Employee assistance programs and family relationship support initiatives did not show significant differences in perception, suggesting that these areas may not be as actively engaged with by employees.
- Some employees feel that WLB policies are in place but may not be effectively executed or equally accessible.

5.2 Suggestions

1. **Enhance Policy Communication:**

- Organizations should actively improve how WLB policies are communicated, ensuring all employees are equally aware of their rights and benefits.
- Regular awareness sessions, policy handbooks, and digital access to policies should be provided.

2. **Improve Implementation Strategies:**

- Address gaps in the execution of policies by ensuring proper monitoring and feedback mechanisms.
- HR should ensure that WLB policies are accessible to all employees regardless of their experience level or job role.

3. **Address Overtime Challenges:**

- The findings suggest that overtime is a major concern for employees, affecting their work-life balance.
- Organizations should implement stricter regulations on overtime hours and encourage a culture that values personal time.

4. **Strengthen Employee Assistance and Family Support Programs:**

- Since employee assistance programs did not show significant engagement, efforts should be made to improve their reach and effectiveness.
- Family-friendly initiatives, such as flexible work arrangements and parental support, should be promoted more effectively.

5. Regular Policy Evaluation and Feedback:

- Conduct periodic surveys to assess employee satisfaction with WLB policies and make necessary adjustments based on feedback.
- HR should actively track policy utilization rates to ensure their effectiveness

5.3 Questionnaire

1. Name :
2. Age : ☐ Below 25 ☐ 25–35 ☐ 36–45 ☐ Above 45
3. Gender: : ☐ Male ☐ Female ☐ Prefer not to say
4. Marital Status: ☐ Married ☐ UnMarried ☐ Divorced/Separated
5. Designation : ☐ Entry-Level ☐ Mid-Level ☐ Senior-Level
6. Department: _____
7. Which shift are you currently working in
☐ A Shift ☐ General Shift ☐ C Shift
8. Work Experience in the Sugar Industry:
☐ Less than 1 year
☐ 1–3 years
☐ 4–6 years
☐ Above 6 years
8. Work Experience in the Sakthi Sugar Industry:
☐ Less than 1 year
☐ 1–5 years
☐ 5–10 years
☐ Above 10 years
9. What is your monthly salary?
☐ Below 15K
☐ 15K – 20K
☐ 20K-25K
☐ Above 25K
10. How many dependents are there in your family?
☐ 1 – 4 Members ☐ More than 4
11. Are you aware of work-life balance policies implemented in your organization
☐ Yes
☐ No
11. How did you learn about these policies?
☐ Company handbook
☐ HR announcements

- ☐ Colleagues
- ☐ Through Union Head
- ☐ Other (please specify): _____

12. Choose the awareness level of the following policies available in your organization (1 = Not aware to 5 = Very much aware)

Particular	1	2	3	4	5
Flexible Working Hours					
Parental Leave					
Paid Leave Policies					
Health and Wellness Programs					
Safe and ergonomic working condition					
Employee Assistance Program					

13. Rate the effectiveness of the following work-life balance policies at Sakthi Sugars on a scale of 1 to 5 (1 = Not Effective, 5 = Very Effective):

Policy	1	2	3	4	5
Flexible Working Hours					
Parental Leave					
Paid Leave Policies					
Childcare Support					
Health and Wellness Programs					
Safe and ergonomic working condition					
Employee Assistance Program					

13. Rate how you have been impacted in the following aspects from the policies implemented at Sakthi Sugars:

Particulars	Very much Impacted	Impacted to some extend	No change	Negatively Impacted	Very negatively impacted
Work Productivity					
Mental Health					
Physical Health					
Family Relationships					
Job Satisfaction					

14. Do you frequently need to work overtime to meet job demands?

- ☐ Yes, most of the time ☐ Yes, few times a week
- ☐ Yes, few times a month ☐ Rarely, based on the demand

☐ Never

5.4 Conclusion

This study highlights the critical role of work-life balance (WLB) policies in shaping employee satisfaction and well-being. While several policies are in place, disparities in awareness, accessibility, and implementation hinder their effectiveness. Employees with different levels of experience perceive these policies differently, indicating the need for better communication and execution strategies. Addressing overtime concerns, improving employee assistance programs, and reinforcing flexible work policies will contribute to a healthier and more balanced work environment. By implementing the suggested improvements, organizations can create a more inclusive, productive, and employee-centric workplace.