



# International Journal of Research Publication and Reviews

Journal homepage: [www.ijrpr.com](http://www.ijrpr.com) ISSN 2582-7421

## "A STUDY ON WORK LIFE BALANCE PROGRAM AND EMPLOYEE WELL-BEING"WITH SPECIAL REFERENCE TO PEOPLE INTERACTIVE PVT LTD AT BANGALORE

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### ABSTRACT:

This study investigates the role and effectiveness of work-life balance programs in promoting employee well-being, with a focus on structured HR practices within various industry sectors. The findings reveal that well-implemented WLB programs contribute significantly to improved mental health, reduced stress levels, higher job satisfaction, and employee retention. However, gaps persist between policy availability and practical accessibility due to organizational culture, managerial attitudes, and employee hesitancy. The study highlights the importance of leadership support, inclusive policy design, and continuous program evaluation in enhancing the impact of WLB initiatives. Recommendations are provided for HR professionals to foster a supportive environment that aligns employee needs with organizational goals, thereby ensuring sustainable employee engagement and performance.

Key words: flexible work arrangements, remote work options, wellness programs, and family support services.

### INTRODUCTION

This study aims to explore the significance of work-life balance programs in promoting employee well-being. It will analyse various initiatives such as flexible working hours, remote work opportunities, wellness programs, and paid leaves to determine their effectiveness in enhancing employee satisfaction and productivity.

### RESEARCH BACKGROUND

The concept of work-life balance (WLB) has gained significant prominence over the past few decades as a critical factor in employee well-being, organizational performance, and sustainable human resource management. These societal and workforce changes have led to the increased demand for flexibility, autonomy, and support in managing personal obligations alongside professional responsibilities. Recognizing these changes, organizations have started to adopt work-life balance programs as part of their strategic human resource initiatives.

### COMPANY OVERVIEW

People Interactive Pvt. Ltd. is the parent company of Shaadi.com, India's leading and most trusted online matrimonial platform. Founded in 1996 by entrepreneur Anupam Mittal, the company pioneered online matchmaking in India and has since grown into a global platform connecting millions of individuals seeking life partners. Its flagship brand, Shaadi.com, serves users across India and in global markets such as the US, Canada, UK, UAE, and Australia.

### IDENTIFIED PROBLEM

Despite the increasing awareness of the importance of work-life balance (WLB) and the growing number of initiatives implemented by organizations, a significant gap persists between the existence of such programs and their actual effectiveness. Many companies proudly showcase flexible work options, wellness benefits, and family-friendly policies in their employee handbooks or corporate websites. However, the real-world impact of these programs often falls short of expectations. The core issue lies not merely in policy creation but in execution, organizational culture, and employee perception.

### OBJECTIVES OF THE STUDY

- To analyse the impact of these programs on employee well-being, job satisfaction, motivation, and overall productivity.

- To evaluate the perception and acceptance of WLB initiatives among employees and the extent to which they are used.
- To examine the barriers and challenges employees face in utilizing work-life balance benefits (e.g., managerial attitudes, workload, fear of judgment).
- To assess the role of organizational culture, leadership support, and communication in the success or failure of WLB programs.
- To study the relationship between work-life balance initiatives and key organizational outcomes such as employee engagement, retention.

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## REVIEW OF LITERATURE

Work-life balance is defined as an employee's ability to effectively manage work and personal life responsibilities without experiencing excessive stress or burnout (Greenhaus & Allen, 2011). According to Munn (2013), a well-balanced work-life schedule leads to greater job satisfaction, reduced work-family conflict, and improved mental health.

A study by Guest (2017) emphasizes that work-life balance is a critical factor in employee motivation and engagement. The research highlights that organizations prioritizing work-life balance experience higher levels of employee commitment, lower turnover rates, and increased productivity.

Work-Life Border Theory (Clark, 2000) – This theory suggests that work and personal life are separate domains with flexible boundaries. Employees need to effectively manage these boundaries to maintain well-being (Kossak & Loutsch, 2018).

Job Demand-Resource Model (Demerouti et al., 2001) – This model highlights that work-life balance programs act as resources that help employees cope with job demands, preventing burnout and improving motivation (Bakker & Demerouti, 2017). Conservation of Resources Theory (Hob Foll, 1989) – This theory states that employees strive to maintain and accumulate personal resources (e.g., time, energy) and that work-life balance programs help them conserve these resources (Hob Foll et al., 2018).

Maslow's Hierarchy of Needs (Maslow, 1943) – This psychological theory suggests that employees seek fulfilment at various levels, including psychological, safety, and self-actualization needs. Work-life balance programs contribute to these needs by reducing stress and enhancing job satisfaction (Khurana & Joshi, 2021). Allen et al. (2016) found that flexible work hours and remote work options improve work-life balance, leading to higher job satisfaction. Similarly, Kossak & Thompson (2016) concluded that employees with flexible work schedules report lower stress levels.

Research by Brough et al. (2014) highlights that paid parental leave and vacation time significantly enhance employee engagement and reduce burnout. Euro found (2017) reported that paid leave policies contribute to better mental health and work-life balance in European organizations.

Studies by Graw itch et al. (2017) and Nielsen et al. (2018) indicate that workplace wellness programs, including fitness initiatives, mental health support, and stress management workshops, positively influence employee well-being. A meta-analysis by Sonnentag et al. (2017) found that employees with access to work-life balance programs experience lower burnout rates. Similarly, Van Steenbergen et al. (2018) found that flexible work arrangements significantly reduce work-related stress. According to Haar et al. (2019), employees who benefit from work-life balance programs report higher levels of job satisfaction, motivation, and engagement. Kelliher & Anderson (2018) found that companies implementing work-life balance policies see higher employee retention rates and improved productivity. Garg & Rani (2020) also confirmed that work-life balance programs contribute to organizational success by reducing employee turnover.

Research by Kelly et al. (2019) suggests that some managers believe flexible work arrangements reduce productivity. Kossak et al. (2021) found that managerial support is critical for the success of work-life balance policies. Perlow & Porter (2019) highlight that certain industries still promote long working hours, making work-life balance difficult to achieve. A study by Leslie et al. (2020) found that employees sometimes fear that taking advantage of work-life balance programs may negatively impact their career progression. Research by Kelly et al. (2011) suggests that some managers believe flexible work arrangements reduce productivity.

Cultural Barriers – In certain industries, long working hours are considered normal, making it difficult to adopt work-life balance policies (Perlow & Porter, 2009). Employee Hesitation – A study by Leslie et al. (2012) found that employees sometimes fear that taking advantage of work-life balance programs may negatively impact their career progression. A study by Bakker et al. (2014) found that organizations with strong work-life balance policies report lower employee burnout rates. Studies indicate that companies that implement effective work-life balance policies see improved employee retention rates and overall workplace efficiency (Allen et al., 2013). Research by Kossak et al. (2014) found that remote work and flexible work hours significantly improve work-life balance, leading to higher job satisfaction.

Studies by Brough & O' Driscoll (2010) show that maternity/paternity leave, vacation time, and personal leave improve employees' mental well-being and job engagement. According to Graw itch et al. (2006), workplace wellness initiatives, such as mental health counselling and fitness programs, lead to reduced absenteeism and higher employee performance.

A study by Allen et al. (2013) found that companies offering on-site childcare and family assistance programs help reduce stress for working parents and improve work commitment. Work-Life Border Theory (Clark, 2000) – This theory suggests that work and personal life are two separate domains with flexible boundaries. Employees need to balance these boundaries to reduce stress and maintain well-being.

Job Demand-Resource Model (Demerouti et al., 2001) – This model emphasizes that work-life balance programs act as resources that help employees cope with work-related stress, preventing burnout and improving motivation.

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## RESEARCH GAP

Despite extensive research on work-life balance programs and employee well-being, several gaps still exist in the literature. Identifying these gaps is crucial for future studies to explore new dimensions and improve the effectiveness of work-life balance strategies. The research gaps in work-life balance programs and employee well-being highlight the need for industry-specific studies, long-term research, digital workplace adaptations, and demographic-focused analyses. Addressing these gaps will help organizations create more effective, inclusive, and sustainable work-life balance strategies.

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## RESEARCH METHODOLOGY

This research is classified as a descriptive and exploratory project that incorporates elements of both quantitative and qualitative methodologies. The dual nature of the project is necessary due to the complex and multifaceted nature of the topic—work-life balance (WLB) and its impact on employee well-being and organizational outcomes. The descriptive aspect is concerned with documenting and analysing the current state of work-life balance programs, while the exploratory aspect delves into emerging trends, underlying challenges, and the deeper psychological and cultural dynamics influencing these programs.

### *Descriptive Research Approach:*

The descriptive component of this project focuses on collecting factual data about the types of work-life balance policies adopted by various organizations. It aims to measure how widely these programs are implemented, how they are structured, and to what extent they are utilized by employees. Through surveys and structured questionnaires, the research provides quantifiable information on the relationship between work-life balance practices and variables such as job satisfaction, stress levels, productivity, and employee retention.

This approach is particularly useful in drawing statistical correlations, identifying patterns in employee behaviour, and benchmarking current practices across different industries (such as IT, education, healthcare, and corporate offices).

### *Exploratory Research Approach:*

On the other hand, the exploratory aspect of the project seeks to investigate deeper, often less-quantified elements of work-life balance—such as employee perceptions, organizational culture, and managerial attitudes. Through interviews and focus group discussions, the study explores the reasons why certain programs succeed or fail, the emotional and psychological impact on employees, and the social or structural barriers that prevent effective policy implementation.

Tools for Analysis

- SPSS: For regression, correlation, and descriptive stats
- Excel: For organizing and visualizing data
- Thematic and content analysis: For qualitative data interpretation
- ANOVA: For comparing program effectiveness across industries

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## LIMITATION OF THE STUDY

Access to reliable financial data on engineered quartz exports is limited due to varying reporting standard across countries and companies. Studies may exclude regions with significant export potential, limiting the applicability of findings.

Predicting the impact of currency fluctuation on profitability is challenging due to the variability over time. Company's reluctance to share financial information due to the confidentiality can impede data collection effort.

## DATA ANALYSIS AND INTERPRETATION

**TABLE No.4.1.21**  
**How long have been working in this field?**

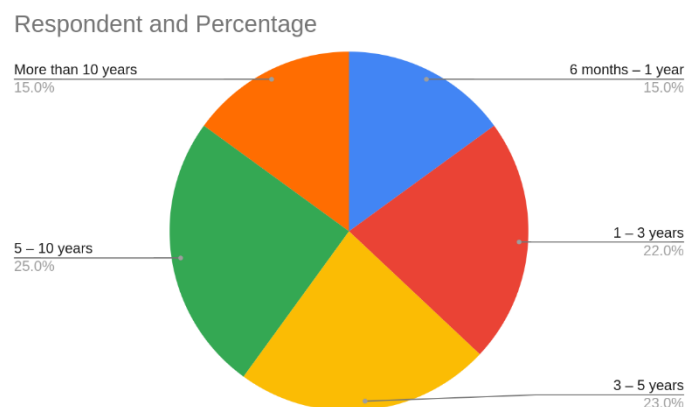
Years	Respondent	Percentage
6 months – 1 year	15	15%
1 – 3 years	22	22.00%
3 – 5 years	23	23.00%
5 – 10 years	25	25.00%
More than 10 years	15	15%
<b>Total</b>	<b>100</b>	<b>100%</b>

### INTERPRETATION

Out of the 100 respondents, the largest group (25%) has been working in this field for 5-10 years. Following that:

- 23% have 3-5 years of experience.
- 15% have 6 months – 1 year of experience.
- 22% have 1-3 years of experience.
- 15% have more 10 years of experience.

**CHART No. 4.1.1**  
**How long have been working in this field?**



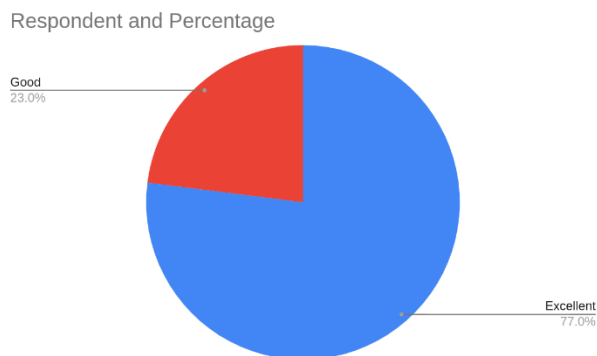
**TABLE No. 4.1.2**  
**How would you rate your mental well-being at work?**

Particulars	Respondent	Percentage
Excellent	77	77.00%
Good	23	23.00%
Fair	0	0%
Poor	0	0%
Very poor	0	0%
<b>Total</b>	<b>100</b>	<b>100%</b>

### INTERPRETATION

Out of 100 respondents, the majority (77%) are Excellent with their current compensation package. Another (23%) is Good. None of the respondents reported feeling Fair, Poor, very poor.

**CHART No. 4.1.2**  
**How would you rate your mental well-being at work?**



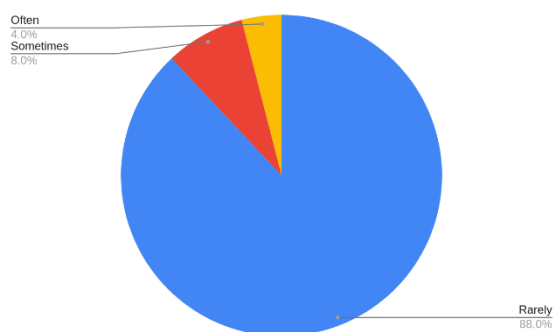
**TABLE No. 4.1.3**  
**How often do you feel stressed at work?**

particular	respondent	percentage
Rarely	88	88%
Sometimes	8	8%
Often	4	4%
Almost always	0	0%
Always	0	0%
Total	100	100%

#### INTERPRETATION

Among the 100 responding organizations, (88%) are Rarely feel stressed, (8%) are sometimes feel stressed, (4%) are often feeling stressed. None of the respondents reported feeling always stressed.

**CHART No. 4.1.**  
**How often do you feel stressed at work?**



## SUMMARY OF FINDINGS

### User Journey & Experience

- Awareness: Most users discover Shaadi.com via word of mouth, advertisements, and online searches.
- Registration: Users find the sign-up process fairly simple, though some face difficulties due to profile verification and technical glitches.
- Navigation: Many users appreciate the interface but believe it could be more intuitive, especially when managing matches and filters.

#### User Behavior

- Profiles: Users often judge profiles based on photos, education, and occupation. Incomplete or poorly written profiles are typically ignored.
- Communication: Initial contact is usually text-based, with interest declining if replies are delayed or generic.
- Decision Making: Family involvement plays a significant role, especially in early filtering stages.

#### Pain Points

- Fake Profiles: One of the biggest concerns is the prevalence of fake or misleading profiles.
- Gender Bias: Female users report receiving excessive messages, some of which are inappropriate.
- Filters: Users feel the filters are either too broad or not effective in showing relevant matches.
- Cost: Premium services are considered expensive by many, with unclear value propositions.

#### Expectations & Suggestions

- Verification: Strong demand for improved identity verification and moderation.
- Customization: Users want more control over visibility, communication preferences, and profile settings.
- Support: Many users expect better customer service and faster resolution to issues.
- Safety: There is a call for stricter content moderation and harassment reporting mechanisms.

#### Perceived Strengths

- Brand Trust: Shaadi.com benefits from strong brand recognition and credibility.
- Large Database: The platform is praised for offering a diverse and extensive pool of potential matches.
- Cultural Fit: Users feel the platform understands and caters to Indian matchmaking traditions effectively.

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## SUGGESTION

Strengthen Organizational Culture and Leadership Support. Train Managers: Conduct mandatory workshops to train leaders in fostering supportive attitudes toward WLB. Improve Implementation and Accessibility of WLB Programs. Bridge the Policy-Practice Gap: Ensure that all WLB policies are not only available but also practically accessible without fear or hesitation. Enhance Performance and Growth Opportunities. Recognition and Development: Link WLB programs with career development through mentoring, coaching, and recognition systems. Monitor and Evaluate Impact. Use Metrics: Track KPIs like absenteeism, turnover, engagement, and productivity to evaluate the impact of WLB initiatives. Policy Communication and Awareness. Boost Awareness: Regularly inform employees about available WLB benefits through orientation, emails, and intranet updates.

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## CONCLUSION

The study highlights the critical importance of Work-Life Balance (WLB) programs in enhancing employee well-being, job satisfaction, and overall organizational effectiveness. In today's fast-paced, high-demand work environments, employees are increasingly seeking flexibility, autonomy, and support to manage both their personal and professional lives. The findings confirm that well-implemented WLB initiatives—such as flexible work schedules, remote work options, wellness programs, and family support services—contribute significantly to improved mental health, reduced stress levels, greater motivation, and higher employee retention.

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## DIRECTIONS FOR FUTURE RESEARCH

While this study provides valuable insights into the effectiveness and perception of Work-Life Balance (WLB) programs, several areas remain open for deeper exploration. Future research should consider the following directions to expand the scope and applicability of findings. Future studies should focus on sector-specific dynamics, such as healthcare, IT, manufacturing, or education, to identify unique WLB challenges and tailor interventions accordingly.

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