CHAPTER 7

SUMMARY OF FINDINGS AND SUGGESTIONS

7.1(a) Findings as per Objectives

Findings are the result of the study. It is being considered a basic part of research process which opens new avenues of intellectual adventure and encourages the quest for more knowledge. Respondents who represent as employees from telecom sector in Chennai namely Nokia solutions & Network, Vodafone India, Videocon Telecommunications, Idea Cellular, Ericsson India, And Bharti Airtel.

Objective 1

To find out the effects of work life balance in telecom companies

- To support the objective of effects of work life balance in telecom companies. The findings clearly proved that the employees are experiencing higher level of work family conflict and imbalance of work and life due to the various factor, like missing quality of time with family and friends because of work. Stress making them to lose temper at home and work.

- Main stream of the respondents are agreed that they manage the work and life in a balanced way. Similarly, at the same time they expressed that they often think about the work, when they are not at work.

- The researcher found that 41% of the respondents are between the age group of 31-35 years. This shows majority of the respondents are young age people and also having good educational back ground. The experience wise greater
part of the employee having 5-10 year of experience. In this case, they find little difficult to cope with work and family life. The married people are more than the unmarried. Hence, it will be a difficult task for married people to balance their work pressure, family life than the unmarried.

- The researcher found that employees are pressured of spending too much time at work, and experiencing higher level of work family conflict, which seems to be less satisfied with their work and family lives

**Objective 2**

To gain an insight into current working time policies and practices, as well as work life balance issues in telecom companies

- It has been found that greater proportion of the respondents is working for 9-12 hours. 65% of the respondents have expressed that, to reach office it takes one hour, only few respondents have said it takes two hours to reach the office. Even though the employees travel time is less than the working time. But, due to long working hours the employees feeling physical stress as well as having work life balance issues because of working time policies.

- The researcher found that the employees travel time is less than the working time. But, due to the long working hours, the employees feel that travel time also be a more pressure for them.

- The researcher observed that mainstream of the respondents is travelling to other countries or state to complete the telecom projects. This reveals that employees are missing their family and friends due to organization practices and policies & employees having imbalance family satisfaction
Objective 3

To examine various work life balance practices exists with employees in telecom companies

- Most of the telecom employees stated that sometimes there is possibility of work sharing in telecom sector in order to balance the work life practices. Similarly, major part of the telecom employees stated, there is no possibility of work sharing and also they need to visit the project sites every half day. Greater part of the respondents also visiting the project sites in hour basis too.

- The researcher found that, there is possibility of work sharing can be done only by the experienced people. These people will delegate their work to the team members. This work sharing is never possible for these team members. As, they have to do the work delegated by their experienced employees. More over the experienced people delegate their work to the colleagues. But, this delegation itself find more stressful to them still the work done

- More than this both for the experienced people and team members, they have to visit the project site every half day or on the hourly basis.

Objective 4

To identify work life balance challenges faced by employees in telecom sector

- Most of the employees working in telecom sector concluded that salary helps to meet their family requirements sometimes only. Also, they have stated only sometimes they receive compensation and recognition for the work
done. This shows there is no full satisfaction regarding salary package and compensation

- It was found that majority of respondents having one child, next majority of respondents having two children and 27% of the respondents having no child, finally least number of respondents having more than two children. This shows that employees having more stress in order to take care of their children’s in balanced way between work and life.

- The researcher found that, employees travel on foreign assignments or state in most of the times feel helpless when it comes to the “care of children’s” in the family, during their expat assignment.

- The researcher reveals that employees have to work in the telecom sector with the work life balance challenges like not able to spend time with their children and family. Unsatisfied salary and compensation package for the work done and while facing their expat assignment.

**Objective 5**

To identify the influence of imbalance work-life practices on organizational performance of telecom employees, and their social life

- Greater proportions of the employees are expressed that job makes them tired to do home work, problems in family because of work and also stress at home will distracts the work at office, not take care of children’s in education and illness, it affects their sound sleep.

- It has been found that majority of the respondents have stated that extraction of excess work from the employer is one of the causes of work-
life imbalance and also stated that due to visiting the site often, it increase the work pressure and fatigue.

- This implied that work has intruded on their time spent with family and friends and caused them to miss important life events like not take care of children’s education. It has ruined time spent with family and caused them to lose focus when they were with them. Due to the work pressure the sleep also affected for them.

**Objective 6**

To identify ways of enhancing proper work-life balance practices amongst employees of telecom companies

- Most of the employees have positive attitude toward that they need support from superiors in order to enhance proper work life balance, and they also want to go on time to home. To enhance proper work life balance the employees are expecting proper career break, flexible work time and job sharing. They didn’t show much interest in technology support for work life balance

**Objective 7**

To develop a conceptual framework for work life balance issues

- Majority of the respondents have said that they rarely taking food on time. “Constantly” working beyond standard business hours and inflexibility in scheduling work hours and time off which leads to not taking food on time.

- The researcher found that majority of the employees doesn’t have elders to take care of kids. Because of this, some of them are leaving their children’s
in day care, some of the children’s can feel lonely and they also missing their play time with their parents.

- Greater proportion of the respondents has stated that they don’t have elders to take care of their kids. This reveals that employees feeling more stressed about the children’s in order to not take of their education as well as their well being. This shows that poor work life balance caused by competing responsibilities in family and work domains

**Objective 8**

To make suggestions for improvements

- Out of the total respondents, greater proportions of them have mention similar suggestions for improve work life balance are listed below:
  - Compensation for completing their respective project in stipulated period
  - Bonus for long term/short term assignment
  - Outing with colleagues along with their colleagues and family on company account
  - Providing leave for long term/short term assignment
  - Hike from the current salary according to their experience
  - Provisions for children’s education
  - Encourage employees to avoid checking their work e-mail and voice mail after the workday and on weekends, to separate work from their personal lives.
  - Offer concierge services to help employees balance the many errands in life.
  - Offer a tax preparation service benefit for external employees
  - When possible, incorporate a work-from-home policy. Offering this benefit even a few days per year can make a difference.
7.1(b) General findings

1. It has been found that 64% are male respondents and 36% are female respondents. Age group of the employees were 27% are in the age group of 25-30, 41% are in the age group of 31-35, 23% are in the age group of 36-40 and remaining 8% fall in 41-45 respectively.

2. 46.9% of the respondents have completed post graduation in their educational qualification, 17% are having basic degree and the next majority of 27.2% respondents have completed professional courses.

3. Out of the total population 25% of the respondents are field engineer, field managers, care engineers, these designations which comes under the cadre of A. 31% of the respondents are core implementation engineer, implementation Planner, project engineer, these designation which comes under the cadre of B. 21% of the respondents are logistics coordinator, logistics planner, project coordinators, these designations which comes under the cadre of C and remaining 23% of the respondents are logistics coordinator, logistics planner, administrator, project coordinators, and these designations which come under the cadre of D.

4. It has been found that 50.6% of the respondents are having 5-10 years of experience, and next 40.2% of the respondents are having 10-15 years of experience, 6% of the respondents are having 15 years of experience and 3% of the respondents having 20 years above.

5. In the study 77.6% of the respondents are married and 23% of the respondents are unmarried.
6. It has been found that main stream of the respondents 46% getting Rs.10,000-15,000, followed by 25% getting 21,000-25,000, 15.2% are having 26,000 above and 13.2% are getting 16,000-20,000.

7. Out of the total respondents 35% of the respondents having one child, 34% are having two children, 27% of respondents having no child, and finally 3% are having more than two.

8. Greater proportions of the respondents 76% are having positive attitude toward manage the work and life in a balanced way. Only few 8% of the respondents are not satisfied for the statement regarding managing work and life in a balance way and remaining 1.5% are stated strongly disagree for the statement. At the same time 77% of the respondents stated that, they often think about the work, even when they are not at work, only few 13% of the respondents are not errand for this statement.

9. Out of the total respondents 79% of the respondents expressed that they spending too much time at work, 15.4% are disagree for the statement and remaining 3.8% of respondents strongly disagree for the statements that they spending too much at work.

10. 82% of the telecom employees feel that they missing quality of time with family, friends because of work, and 18% of the respondents are strongly disagree for the statement that they missing quality of time with family, friends because of work.

11. 45.6% of the respondents agreed that they losing temper at home at work, because of stress, 22.5% of them are strongly agreed that because of stress they losing temper at home work. Only 8.5% of the respondent states disagree for the statement.
12. Main stream of the respondents 68% are having positive attitude toward that company policies will suits the telecom employees requirement. At the same time 32% of the respondents are not support for the statement regarding company policies will suits the employee requirements.

13. Majority of the respondents 42.7% states that due to job it makes them tired to do home work, it affect most of the times in their family life, 30.6% of the respondents states neutral, 19.9% of respondents states that it affect some times for the statement and only 1.7% of the respondents stated that, it does not affect them to do the home work.

14. 30.4% of the telecom employees expressed that problems in family because of work, 20.7% of respondents states that it affect some times in family because of work, 16% of the respondents states that it does not affect the family because of work and 17.9% of respondents states that it always affect the family because of work.

15. 39% of respondents feels that stress at home will distracts the work at the office, 8.7% of respondents stated that, it affect some times, 23% are stated that, it affect most of the times and 28.5% of the respondents stated that, it always affects the work at the office due to stress at home.

16. Greater percentage 79% of the telecom employees concluded that they could not take care of their children’s in education and illness. Remaining 21.5% of the respondent feels that it affects some times for not take care of their children’s in education and illness,
17. 29.4% of the respondents stated that, they can’t get sound sleep, 22.2% of the respondents are expressed it affects the sleep sometimes. Also 27.7% of the respondents feel that sleep get affect most of the time, due to work stress and remaining 8.2% of the respondent states that it does not affect the sleep.

18. 37% of the telecom employees expressed that, they lacking good friends at work in order to share their worries, 27.5% of the respondents feel that it affect most of the times, 8.2% of the respondents stated that, it affect some times and remaining 20.7% of the respondents states that it always affects them for not having good friends at work.

19. 41% of the respondents stated that, they having personal problem due to the imbalance work life, 33.4% of the respondents are stated that, it affect most of the times, 8% of them stated that, it affect some times, 14.7% of the respondents stated that, it always affects and only 2.7% of the respondents are stated that, it does not affect.

20. Majority of the respondents 69.9% are stated that, they working for 9-12 hours, followed by 15.2% of the respondents are working more than 12 hours, remaining 15% are working less than 9 hours.

21. It has been found that 65.4% of the telecom employees expressed that to reach the office it take one hour, followed by 22.5% of the respondents stated that, half an hour to reach the office and remaining 12% respondents have stated that, it takes more than two hour to reach the office.

22. 58% of the telecom employees concluded that, in order to complete the project they need to travel frequently to other countries/interstate for the period of 3-6 months, 28% of the employees stated that, they travel once in 3
months, 25% of the employees stated that, they travel monthly to other countries or states, 8% of the respondents stated that, they travel yearly once.

23. 49.7% of the respondents feel that they spending time less than 2 hours with their family, 35% of the respondents expressed that they don’t find time to spare with family, 15% of the respondents stated that, 2-4 hours and only 3% are stated that, they spend time more than 4 hours with their family.

24. Greater proportion of the respondents 44.6% are stated that, they rarely taking food on time. 28% of the respondents stated that, they never had food on time. 12% of the respondents have stated that, they always take food on time, 11.9% are stated that, sometimes they take food on time and only 3% of the employees are taking food on time.

25. It has been observed that 42.7% of the respondents are stated that, there is possibility of sometimes in flexibility of sharing the work, 37.4% of the respondents stated there is no possibility in work sharing and 19.9% of the respondents are rarely they can share the work.

26. It has been found that 62% of the respondents stated that, they visiting the project sites every half day, 30.2% of the respondents stated that, they visit in hour basis and 8.2% of the respondents stated that, they always visit the sites.

27. 80% of the telecom employees concluded that, they visit 2-3 sites per day, 16% of the employees visit 3-6 site and only 4% make 6-9 site visits.

28. It has been observed that 40% of the respondents showed impartial regarding satisfaction to their salary package, 20% of the respondents are satisfied with their salary package, 28.5% of the respondent states that rarely and remaining 11% of the respondents are unsatisfied with their salary package.
29. 40% of the respondents have expressed that, the salary package will balance their family requirement, 29.4% of the respondents stated rarely for the statement, 16.2% of the respondents stated always and 11% of the respondents are not satisfied with the salary package and it also not balance their family requirement.

30. 77% of the telecom employees feel that, they receive compensation sometimes for completing the project, 15% of the respondent shows positive opinion that, they constantly receive compensation for completing the project. 5.3% of the respondents stated that, they receive compensation rarely and remaining 2.7% of the respondents stated, they won’t receive any compensation for completing the project

31. Main stream of the telecom employees 33% expressed positive stance toward that, they feel job security. 23.4% of the respondents feel hardly ever about the job security, 20% of the respondents stated always they feel job security and remaining 17.2% of the respondents are dissatisfied about the job security

32. Majority of the respondents 75% stated that, they spending 8-12 hours in office, 60% of respondents states that they spend 1-2 hours in house hold activities. 70% of respondents are responded that they can able to spend 1 hour in study and personal care. 31% of respondents are stated that, they have no time for personal care and 50% of them said only 1-2 hours they have time to take rest.

33. It has been found that 42.4% are hardly ever discuss about work life balance with superior and 30% of the respondents are responded sometimes, 23% are
opined often and remaining 4% are said not at all discuss with superior about work life balance.

34. It has been observed that majority of the respondents 70% responded that they don’t have elders to take care of their kids.

35. It has been observed that 49.9% of the respondents feel stressed due to improper work life balance. 31.7% are responded rarely. Almost mixed fraction 8% of the respondents similarly opined for often and never. Finally only 2% of them are respondents are responded sometimes they feel stressed due to improper work life balance.

36. It has been observed that 44% of the respondent are stated neutral for the statement that they need flexible work time, 40.2% of the respondents stated strongly agreed that, they need flexible work time, 13.9% of the respondents stated disagree for the statement and only 1.5% of the respondent stated strongly disagree for the statement that they don’t need for flexible work time.

37. 42.2% of the employees disagree that technology support will not provide solution for imbalance work life, 24.7% of the respondents stated strongly agree that they need solution to balance the work life with the help of technology support, 6.7% of the respondent stated neutral for the statement and remaining 25.7% of the respondents are stated strongly disagree for the statement.

38. 38.7% of the respondents strongly agree that they need support from superiors in order to balance their work life, 32.6% of the respondents agreed for the statement, 23.5% of the respondents are opined neutral, only 4.7% of the respondents are disagree for the statement.
39. 21.4% of the employees stated strongly agree that they need time to spend with their friends, 25.4% of the respondents agreed for the statement, 33.9% of the respondents stated neutral, 17.2% of the respondents stated disagree for the statement and remaining 2.2% of the respondents stated strongly disagree for the statement.

40. It has been observed that 21.9% of the respondents are strongly agreed that they need to go home on time in order to balance the work and life, 34.4% of the respondents are agreed for the statement, 37.1% of the respondents stated neutral for the statement and remaining 6.7% of the respondents didn’t show that much interest to go home on time.

41. 15.4% of the respondent is strongly agreed that they need job sharing, 34.2% of the respondents agreed for the statement, 34.4% of the respondents opined neutral for the statement and 16% of the respondents disagree for the statement job sharing.

42. 37.7% of the telecom employee expressed that, they need career break in order to balance the work and life, 32.2% of the respondents stated neutral for the statement and 13.5% of the respondents strongly agree that they need career break only 3.8% of the respondent didn’t show that much interest in their career break.
7.1(c) Statistical findings

1. There is significant association between number of times and employee travels to other countries on work and time spent with the family. By percentage, we see that almost all the employees who travel very frequently like monthly missing the quality of time spent with their family.

2. The researcher observed that there is a difference of perception to balance work and life between age group of employees. By percentage, we see that employees in the age groups 31-40 years can better manage work and life when compared to other age groups.

3. The researcher concluded that difference of opinion that they miss quality time with family and friends because of work between genders of employees. Hence it’s proved with the percentage that, female employees missing greater quality time with friends and family because of work, than male employees.

4. It is evident that there is significant difference of opinion that spending too much of time at work among experience group of employees. By percentage, we can see that people having 15-20 years of experience have a perception that they are spending so much of their time at work followed by people in 5-10 years of experience.

5. The researcher observed that there is an association between numbers of hours spent with the family an employee and his income.
6. The researcher found that there is a significant difference of overall perception of work life balance between genders of employees. It’s proved that female employees were not able to better balance family and compared to male counter parts.

7. There is a significant difference of getting flexibility in work among the group of experience of employees. By percentage, we can see that people above 15 yrs of experience get full flexibility in sharing of work in case of emergency followed by people of 5-10 years of experience.

8. The researcher concluded that there is a relationship between of not able to take food on time among the income group of employees. Also, we see that the employees of income category 10,000 to 15,000 have agreed most to the statement followed by employees of 16,000-20,000 and 21,000 to 25,000 categories.

9. We can see that there is relationship between work pressure affecting sleep among the groups of experience of employees. Also, we see that the experience goes up; the work pressure affects the sleep of employees. In this case the sleeping pattern is highly disturbed in employees of experience category 15-20 yrs followed by employees having more than 20yrs of experience.

10. The researcher observed that there is significant difference of perception of job makes the employees tired to do the homework, between numbers of children and groups of employees. In the above statement, we can see that employees having more than two children feel that, job makes them tired to do homework, followed by people with two children and one child.
11. It is evident that there is relationship between thinking about work when not at work and loses temper at home because of stress. By percentage, we can see that the correlation coefficient is small, thinking about work when not actually at work increases the stress level of employees and make them lose temper at home. A unit increases in thought of work increases the stress level of employees by 0.219

12. Satisfaction of employees with their salary varies with their educational background. Employees with UG degree are satisfied with the compensation provided, followed by employees of professional course. PG employees were least satisfied with the compensation they receive. Hence it’s proved that there is significant difference of satisfaction of salary between education groups of employees.

13. The researcher observed that there is significant association between time spent by employees in their hobbies and their age.

14. It is reveals that receiving compensation on completing any project increases their overall satisfaction with the salary package. Every unit increase in receiving compensation for completing a project increases the overall satisfaction with the salary by 0.238. Hence its proved that there is relationship between receiving compensation for completing the project and satisfaction with salary package.

15. The researcher concluded that the educational qualification of employees influences the time spent in studies during normal working hours. We can also see that employees with higher qualified like PG and professional course were able to manage their time better and find at least an hour for studying and updating themselves. Hence it’s proved that there is
significant association between educational qualification and time spent for study in normal working days.

16. It is evident that there is significant difference on discussing about work life balance between groups of income and experience. So, all employees irrespective of their income and experience can openly discuss about work life balance with superiors which is a good sign of culture prevailing.

17. Income of the employees influences their perceptions towards various solutions to work life balance. Employees with income more than Rs.26,000 have more positive perception to the proposed solutions and followed by Rs.21,000-Rs.25,000 and Rs.10,000-Rs.15,000 category. Hence, there is significant difference of employee’s perception towards work life balance solution between income groups.

18. The researcher concluded that support form superior helps to reduce thoughts of spending too much time on work. For every unit increase in support form superior decreases the employees thought of spending too much on work by 0.221. It’s evident that there is relationship between support from superior and thoughts of spending too much time on work.

19. The researcher supported the fact that organizational climate contribute to job satisfaction. The R-squared for the regression model is 0.426 which means that 42.6% of the variability in work life balance solution is caused by work life balance prevailing in company, compensation and family on suggested work life balance solutions. Thus we can infer that organizational climate have impact on job satisfaction perceived by employees.
20. By the application of factor analysis, the 28 variables reduced to 5 variables namely nature of work, family life, superior relationship, compensation and work life balance solution.

21. We can observe that Factor 1 includes the variables that describe the nature of work of employees in telecom sector. It includes variables like ability to balance work and life, thinking about work when not in work, perception of spending so much in feeling free to exercise rights, tiredness due to work, worrying about job when actually not working, lose temper at work/home due to stress, sufficiency of company policies, taking food on time and flexibility in work. This factor is named as nature of work.

22. The researcher concluded that factor 2 explains impact of employee’s job on his family/personal life. It includes variables such as job makes them tired, problems in family due to work, stress at home distracts work at office, not able to take care of children in their education and illness, not getting good sleep, lacking good friends and personal problems. This factor is named as family life.

23. Factor 3 explains that nature of relationship between employees and superiors. It includes two variables, discussing with superior about work life balance and perception of job security.

24. Factor 4 explains Telecom Company employees perception of the compensation received. It includes variables such as satisfaction with salary package, salary meeting family requirements and receiving compensation for completing the project. This factor is named as compensation.
25. We can observe that factor 5 explains possible solution for improving the work life balance of employees of telecom sector. It includes variable such as flexible work time, using technology, support from superiors, and support from spouse, spending time with friends, to be in home on time, hobbies, job sharing and career break. This factor is named as work life balance solution.

26. Structured equation model shows how much the variables are fitted to the study of balance in telecom companies and the performance is good. Because the goodness of fit index is 0.992, that represents that the model is good. The expected cross validation index (ECVI) is 1.060 is in the acceptable range. Therefore, the SEM model developed to study work life balance in the telecom companies is good.

7.1 (d) Suggestions

1. The study indicates that work-life balance does not differ between genders. Both male and female employees did not show significantly different scores in work life balance. Unmarried employees seem to balance work and life in a better way. It reveals that unmarried employees generally experience less work-family conflict. To help the married employees, better employee assistance programs (EAP) can be formulated, keeping in mind specific challenges that are faced by married employees.

2. Age affects work life balance. Employees of age group 36 to 40 years showed better balance in work and life, in comparison to employees of lower age groups. This follows the logical theory that work life balance requirements vary at different stages in life of an employee,
which states that there is a negative correlation between age and work life conflict. So, the organization have to concentrate more about the lower age group with the help of experienced/senior people

3. The spill-over of work into family life showed that both men and women did not have enough time to spend with their families and moreover work pressures affected quality the of family life. Both genders opined that a supportive work environment is helpful in achieving work life balance.

4. Social needs are important to people so that they do not feel alone, isolated and depressed. Friendships, family and intimacy all work to fulfil social needs. As a manager, he/she can account for the social needs of your employees by making sure each of their employees know one another, encouraging cooperative teamwork, being an accessible and kind supervisor and promoting a good work-life balance.

5. Personal needs include activities such as family, fun, investing time of functions etc which certainly play a vital role in work life balance. Managers must be aware of the various needs of workers. If these needs are adequately satisfied through work, then workers will be motivated to improve performance.

6. Balance the priorities and maintain optimum mental health both at home and in the workplace. Employers will have to support their employees in achieving a healthy work/life balance. Time management skills need to be imparted through training.
7. Involving family members of the employees in annual day celebrations or such events can help the family members get better insight into the employees’ workplace demands, thereby reducing friction at home.

8. WLB strategies with regard to matters such as temporal flexibility, leave benefit, and interpersonal relationships have the potential to reduce or increase stress on workers with life responsibilities. The formation of appropriate WLB and HR Strategies overall will be integral to the creation of a flexible workplace conducive to attraction, motivation, and retention of high-valued employees.

9. Individual time spent with child is perceived as quality time. Being there for child and meeting their needs demonstrates a clear understanding of priorities. When parents fail to meet the child need it gives a sense of guilt. Whatever success is achieved in professional life cannot be enjoyed with this guilt of failure in parenting.

10. The organization should create more supportive work environment by working with employees to identify and implement the types of support they need. There is lot of things that managers can do to be supportive without requiring financial resources or making more work for themselves. To reduce the work load the organization can adopt the flexible work timing to suit the needs of the employees.

11. Employees travel on foreign assignments or state in most of the times feel helpless when it comes to the “care of children’s” in the family, during their expat assignment. Provision for children’s and family
care, especially for employees who often travel abroad or state can be done to combat this problem.

12. Findings show that employees are not able to devote enough time to take care of their personal health. The company should consider spreading health consciousness in the form of awareness campaign on health issues, healthy diet and importance of regular exercise. Regular health check-ups can be done at the office. Alternately, executive health check-up vouchers could also be given, wherein employees can utilize the services of the health centers that the company has tie ups

13. Employees want flexibility in work schedule. There may be three aspects of flexibility: flexitime- a system of flexible working hours and compressed work week. To the extent, this flexibility is provided in the work system, it becomes more motivating to the employees

14. Majority of the respondents have stated that extraction of excess work from the employer is one of the causes of work-life imbalance. It is suggested that the organization can grow in size so that the work can be divided and the required work can be allocated properly without extending the working hours of the employees. Thereby reducing pressure and enhancing work-life balance

15. In order to reduce the work pressure and visiting site often, the number of team strength can be increased or outsourced for temporary basis. There may be a chance in some superiors offer benefits such as flexitime, short or compressed work weeks, working from home,
onsite childcare or view having a 'family friendly' culture and policies as important for a productive and happy workforce. Since what works for some employees may not work for others, so you can discuss with your superior or HR about what would help you give your best at work and be sure to tell them any practical ideas you have that may help you and benefit your colleagues and the organization.

16. Finding shows that employees lacking friends in order to share their worries. Many times employees reach a dead end of communication when certain sensitive matters connected to organisation is involved. Hence there is a need to open up more channels of communication for speedy access to useful information. Providing a congenial atmosphere at work where employees can interact informally, like creating a casual space for chatting and unwinding with colleagues would help in building the transparency within the organisation and allow employees the freedom to voice their views thus building an inclusive organisation.

17. Majority of the respondents stated that they don’t have elders to take care of kids. Because of these some of them are leaving their children’s in day care, some of the children’s can feel lonely and they also missing their play time with their parents. This also lead to employees feel stress and often think about their children’s in work sites. This is unavoidable situation, hence to resolve this problem. Organization should not merely provide work related training and support to employees but also provide training and support in how to cope with non-work related demands e.g.: parental training, role
reorientation for couples, opportunities for work from home, childcare facilities etc

18. Since a majority of the respondents has proved a greater benefit by attempting to find balance in their lives, the organization can engage a specialist to conduct workshops and seminars on how to prioritize different commitments, how to manage time effectively and how to plan out activities in order to be making time for hobbies, developments pursuits and quality time for family and friends.

19. The study indicates that the employees are pressurized against time due to working longer hours in the organization; company should adopt a system of measuring the employee performance by output, not by hours. This will set a healthy trend for employees to complete their tasks as well as build a sense of confidence and satisfaction among employees.

20. Provision of psychological counselor in the office will help the employees to cope with personal as well as professional issues. Many companies have identified the benefit of having a counselor in their work place. Access to psychological help at work can work wonders for the mental health of employees

21. One of the best solutions is time management. This can help to reduce the imbalance between the personal and the work life of the Telecom employees. Planning the activities and prioritizing the tasks can help to take out some free time which can be utilized for other purposes. Taking some time out for hobbies and leisure activities, spending time
with loved ones can help to beat the stress. Work life balance will helpful to manage the responsibilities and sharing. Utilizing the flexible working hour’s option of the organizations to get some free time.

22. A compensation plan should be charted out for every employee for their respective project in order to motivate them. Because most of them have opined, they not get proper recognition for the work done. So, by implementing suitable appraisals and promotion the organisation will convenient the employees with proper work life balance in order to meet their family requirements

23. Thus the organization can have friendly and procedures initiatives can be used as a strategy for talent attraction by highlighting the employee best work initiatives in the organization. This will help in creating a brand for the organization as one of the best places to work for the employees

**Solutions/Suggestions for Work life Balance from Employees**

Out of the total respondents, greater proportions of them have mention similar suggestions for improve work life balance are listed below:

- Compensation for completing their respective project in stipulated period
- Bonus for long term/short term assignment
- Outing with colleagues along with their colleagues and family on company account
- Providing leave for long term/short term assignment
- Hike from the current salary according to their experience
- Provisions for children’s education
• Encourage employees to avoid checking their work e-mail and voice mail after the workday and on weekends, to separate work from their personal lives.
• Offer concierge services to help employees balance the many errands in life.
• Offer a tax preparation service benefit for external employees
• When possible, incorporate a work-from-home policy. Offering this benefit even a few days per year can make a difference