WLB INITIATIVES AND THEIR PROSPECTS

6.1 INTRODUCTION

Work Life Balance initiatives are very important policies or programs that help to create a better balance between the demands of the job and the healthy management of life outside work. Work–life balance initiatives address two main organizational challenges: structural (flexible job design, human resource policies) and cultural (supportive supervisors, climate) factors. In this chapter researcher mainly considered awareness, attractiveness, and usage of work life balance initiatives in the software industry and also analyzed the benefits accrued because of initiatives of the organization.

6.2 AWARENESS OF PREVALENCE OF THE WLB PROGRAMS IN THE COMPANY

Table-6.1: Frequency Distribution for work-life balance programs

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Programs</th>
<th>Awareness</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Flexible work schedules</td>
<td>Don’t Know</td>
<td>10</td>
<td>2.2</td>
<td>2.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>67</td>
<td>14.9</td>
<td>17.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>373</td>
<td>82.9</td>
<td>100.0</td>
</tr>
<tr>
<td>2</td>
<td>Leave of absence for education</td>
<td>Don’t Know</td>
<td>108</td>
<td>24.0</td>
<td>24.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>217</td>
<td>48.2</td>
<td>72.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>125</td>
<td>27.8</td>
<td>100.0</td>
</tr>
<tr>
<td>3</td>
<td>Part-time work</td>
<td>Don’t Know</td>
<td>117</td>
<td>26.0</td>
<td>26.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>322</td>
<td>71.6</td>
<td>97.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>11</td>
<td>2.4</td>
<td>100.0</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>Don’t Know</td>
<td>48</td>
<td>10.7</td>
<td>10.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>83</td>
<td>18.4</td>
<td>29.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>319</td>
<td>70.9</td>
<td>100.0</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>Don’t Know</td>
<td>153</td>
<td>34.0</td>
<td>34.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>207</td>
<td>46.0</td>
<td>80.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>90</td>
<td>20.0</td>
<td>100.0</td>
</tr>
<tr>
<td>6</td>
<td>Work from home occasionally</td>
<td>Don’t Know</td>
<td>7</td>
<td>1.6</td>
<td>1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>87</td>
<td>19.3</td>
<td>20.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Work from home all the time</td>
<td>Don’t Know</td>
<td>356</td>
<td>79.3</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>89</td>
<td>19.8</td>
<td>19.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>4</td>
<td>.9</td>
<td>100.0</td>
</tr>
<tr>
<td>8</td>
<td>Compressed work week</td>
<td>Don’t Know</td>
<td>357</td>
<td>79.3</td>
<td>99.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>4</td>
<td>.9</td>
<td>100.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>123</td>
<td>27.3</td>
<td>100.0</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>Don’t Know</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>47</td>
<td>10.4</td>
<td>10.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>403</td>
<td>89.6</td>
<td>100.0</td>
</tr>
<tr>
<td>10</td>
<td>Paid paternity leave</td>
<td>Don’t Know</td>
<td>47</td>
<td>10.4</td>
<td>10.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>141</td>
<td>31.3</td>
<td>41.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>262</td>
<td>58.2</td>
<td>100.0</td>
</tr>
<tr>
<td>11</td>
<td>Use of all earned vacation time</td>
<td>Don’t Know</td>
<td>36</td>
<td>8.0</td>
<td>8.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>99</td>
<td>22.0</td>
<td>30.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>315</td>
<td>70.0</td>
<td>100.0</td>
</tr>
<tr>
<td>12</td>
<td>Paid leave for sick family members( parent, child, spouse)</td>
<td>Don’t Know</td>
<td>62</td>
<td>13.8</td>
<td>13.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>192</td>
<td>42.7</td>
<td>56.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>196</td>
<td>43.6</td>
<td>100.0</td>
</tr>
<tr>
<td>13</td>
<td>Career breaks</td>
<td>Don’t Know</td>
<td>122</td>
<td>27.1</td>
<td>27.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>213</td>
<td>47.3</td>
<td>74.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>115</td>
<td>25.6</td>
<td>100.0</td>
</tr>
<tr>
<td>14</td>
<td>Retirement Support</td>
<td>Don’t Know</td>
<td>245</td>
<td>54.5</td>
<td>54.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
<td>175</td>
<td>38.9</td>
<td>93.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>30</td>
<td>6.6</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Among the initiatives that the organization has to ensure work life balance the least awareness is for retirement support which is 54.5%. The second initiative that has a low awareness level is paid sabbatical with a percentage of 34%. It is surprising that such an important initiative such as retirement support is not well known among employees. It is never too early to plan for retirement and ideally an employee would feel much more secure if he/she had a planned retirement support from the organization. Sabbaticals are important for an employee to pursue greener pastures research attend to family responsibilities and better utilize time without feeling insecure of losing his job. employees often require support during career breaks and they weren't aware of initiatives that supported them during such career breaks and the percentage of employees who were unaware was 27.1%. One of the
important initiatives for any organization that supports flexibility at work is the option to be part of a compressed work week. Around 26.2% of the employees were not aware of the initiative of opting for a compressed work week. Another initiative that supports work life balance is the option of supporting part time work. About 26.7% of the employees were not aware of initiatives that facilitated part time work. Initiatives mentioned in the above discussion are perceived to be great contributors to ensuring work life balance. Often employees wish to pursue their interests in education. Employees with a motivation to invest in skills, knowledge and abilities require time to pursue higher education. A whopping 24% of the employees are not aware of the initiative of leave of absence to pursue higher education offered by the organization. Employees find themselves in situations where they may have to work from home over extended periods of time. These situations could be demanding employees constant attention to address urgent and important commitment. the initiative work from home always addresses these situations and ensures that work life balance is restored. However 19.8% of the employees are not aware of this very important initiative. Paid Leave for sick is a very important initiative for employees are stressed and fall ill. About 13.8% of the employees are not aware of this basic initiative that is essential to secure work life balance. Male employees are often required to assist their spouse while tending to responsibilities concerning nurturing their children. These responsibilities require time off for male employees in the form of paternity leave. Around 10.4% of the employees are not aware of this initiative that supports families transitioning through this important phase of their lives. When employees are confronted with situations that require their time to address two different compelling commitments, job sharing comes in handy to afford that extra time for such employees. However, 10.7% of the employees are not aware of the option of job sharing. About 8% of the employees are not aware of the option of using all of their vacation time. Flexible work schedules have become integral to organizing work in today's organizations. Interestingly 2.2% of the employees are not aware of this obvious initiative to facilitate work life balance. Work from home is a great way to offer flexibility to employees whose presence is required both at home and at the workplace. About 1.6% of the employees are not aware of the option of work from home occasionally. Virtually every employee is aware of the support that comes in the form of paid maternity leave.
Fig-6.1 Awareness Percentage of WLB programs
6.3 DESCRIPTIVE STATISTICS FOR ATTRACTIVENESS OF THE WLB PROGRAMS IN REDUCING THE IMBALANCE OF AN EMPLOYEE:

Table-6.2: Program wise descriptive Statistics

<table>
<thead>
<tr>
<th>S.No</th>
<th>Program Description</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Flexible work schedules</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.98</td>
<td>0.148</td>
</tr>
<tr>
<td>2</td>
<td>Leave of absence for education</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.96</td>
<td>0.201</td>
</tr>
<tr>
<td>3</td>
<td>Part-time work</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.88</td>
<td>0.325</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.89</td>
<td>0.315</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.66</td>
<td>0.638</td>
</tr>
<tr>
<td>6</td>
<td>Work from home occasionally</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.99</td>
<td>0.094</td>
</tr>
<tr>
<td>7</td>
<td>Work from home all the time</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.5</td>
<td>0.74</td>
</tr>
<tr>
<td>8</td>
<td>Compressed work week</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.44</td>
<td>0.617</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.98</td>
<td>0.148</td>
</tr>
<tr>
<td>10</td>
<td>Paid paternity leave</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.98</td>
<td>0.132</td>
</tr>
<tr>
<td>11</td>
<td>Use of all earned vacation time</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.95</td>
<td>0.211</td>
</tr>
<tr>
<td>12</td>
<td>Paid leave for sick family members (parent, child, spouse)</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.96</td>
<td>0.196</td>
</tr>
<tr>
<td>13</td>
<td>Career breaks</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.93</td>
<td>0.257</td>
</tr>
<tr>
<td>14</td>
<td>Retirement Support</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.95</td>
<td>0.225</td>
</tr>
<tr>
<td></td>
<td>Valid N (listwise)</td>
<td>450</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Fig 6.2: Mean and S.D of Attractiveness of programs

Table-6.3: Representing the mean and standard deviation in descending order for attractiveness of the programs by an employee.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Program</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Work from home occasionally</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.99</td>
<td>0.094</td>
</tr>
<tr>
<td>1</td>
<td>Flexible work schedules</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.98</td>
<td>0.148</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.98</td>
<td>0.148</td>
</tr>
<tr>
<td>10</td>
<td>Paid paternity leave</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.98</td>
<td>0.132</td>
</tr>
<tr>
<td>2</td>
<td>Leave of absence for education</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.96</td>
<td>0.201</td>
</tr>
<tr>
<td>12</td>
<td>Paid leave for sick</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.96</td>
<td>0.196</td>
</tr>
<tr>
<td>Family Members</td>
<td>Use of all earned vacation time</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.95</td>
<td>0.211</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------------</td>
<td>-----</td>
<td>---</td>
<td>---</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>14</td>
<td>Retirement Support</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.95</td>
<td>0.225</td>
</tr>
<tr>
<td>13</td>
<td>Career breaks</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.93</td>
<td>0.257</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.89</td>
<td>0.315</td>
</tr>
<tr>
<td>3</td>
<td>Part-time work</td>
<td>450</td>
<td>2</td>
<td>3</td>
<td>2.88</td>
<td>0.325</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.66</td>
<td>0.638</td>
</tr>
<tr>
<td>8</td>
<td>Compressed work week</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.44</td>
<td>0.617</td>
</tr>
<tr>
<td>7</td>
<td>Work from home all the time</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.5</td>
<td>0.74</td>
</tr>
</tbody>
</table>

The above table 6.3, presents attractiveness of the programs or initiatives to the employees that ensure work life balance. The most important program in terms of attractiveness based on employee responses was work from home occasionally. It had a mean score of 2.99. Employees valued this initiative as it gave them the support and flexibility to work from home as and when the required extra time to tend to familial obligations. The table demonstrates that the second most attractive factors of initiative of flexible work schedules, paid maternity leave, paid paternity leave among the four that share a mean score of 2.98. It is evident that employees value flexible work schedules to facilitate the option of attending to more urgent work, prioritize and organize their work. Employees also valued paternity leave and maternity leave as these initiatives afforded employees to pay importance to nurturing their children and manage an important transition in their family lives. Leave of absence for education and paid leave for sick family members are the next two important initiatives that employees perceive as attractive among the initiatives or programs that the organization has to offer in their effort to offer work life balance (mean score of 2.96). These initiatives are followed by another two initiatives namely use of all earned vacation time and retirement support with a mean score of 2.95. Employees perceived the opportunity to utilize all the earned vacation time to catch up with personal obligations or spend time with family. The table also demonstrates that employees perceived job sharing initiative as the next attractive initiative with a mean score of 2.89 followed by the option to utilize part time work with a score of 2.88, paid sabbatical with a score of 2.66, compressed work week scored at
2.44. The least attractive initiative in the employee's perception was work from home all the time. Perhaps, employees realize that this option seems pretty impractical.

**6.4 DESCRIPTIVE STATISTICS FOR HOW LIKELY (OR PREVALENCE) WLB PROGRAMS AT SOME POINT OF TIME IN EMPLOYEE CAREER:**

Table-6.4: Descriptive Statistics for prevalence of WLB programs

<table>
<thead>
<tr>
<th>S.No</th>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Flexible work schedules</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.25</td>
<td>.765</td>
</tr>
<tr>
<td>2</td>
<td>Leave of absence for education</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.15</td>
<td>.447</td>
</tr>
<tr>
<td>3</td>
<td>Part-time work</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.12</td>
<td>.590</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.98</td>
<td>.765</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.71</td>
<td>.630</td>
</tr>
<tr>
<td>6</td>
<td>Work from home occasionally</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.27</td>
<td>.701</td>
</tr>
<tr>
<td>7</td>
<td>Work from home all the time</td>
<td>450</td>
<td>0</td>
<td>1</td>
<td>0.19</td>
<td>.090</td>
</tr>
<tr>
<td>8</td>
<td>Compressed work week</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.42</td>
<td>.655</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>122</td>
<td>1</td>
<td>3</td>
<td>1.63</td>
<td>.703</td>
</tr>
<tr>
<td>10</td>
<td>Paid paternity leave</td>
<td>328</td>
<td>1</td>
<td>3</td>
<td>1.32</td>
<td>.652</td>
</tr>
<tr>
<td>11</td>
<td>Use of all earned vacation time</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.82</td>
<td>.727</td>
</tr>
<tr>
<td>12</td>
<td>Paid leave for sick family members (parent, child, spouse)</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.36</td>
<td>.714</td>
</tr>
<tr>
<td>13</td>
<td>Career breaks</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.23</td>
<td>.735</td>
</tr>
<tr>
<td>14</td>
<td>Retirement Support</td>
<td>450</td>
<td>0</td>
<td>0</td>
<td>0.00</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Valid N (listwise)</td>
<td>450</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Fig- 6.3: Mean and S. D of Prevalence of WLB programs

Table-6.5: Representing the mean and standard deviation in descending order for the likelihood of usage of programs

<table>
<thead>
<tr>
<th>S.No</th>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Work from home occasionally</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.27</td>
<td>0.701</td>
</tr>
<tr>
<td>1</td>
<td>Flexible work schedules</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>2.25</td>
<td>0.765</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.98</td>
<td>0.765</td>
</tr>
<tr>
<td>11</td>
<td>Use of all earned vacation time</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.82</td>
<td>0.727</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>450</td>
<td>1</td>
<td>3</td>
<td>1.71</td>
<td>0.63</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>122</td>
<td>1</td>
<td>3</td>
<td>1.63</td>
<td>0.703</td>
</tr>
</tbody>
</table>
Having presented the analysis of the most attractive initiative of programs that support work life balance in the above section, the researcher presents here the analysis of the likelihood of usage of different initiatives offered by the organization to the employees. The most utilized initiative among those offered by the organization was work from home occasionally where the score of 2.27. It is obvious that this option is readily offered to all employees and therefore has been popular in its usage. The initiative flexible work schedule is the next most used initiative by the employees scored at 2.25. It is interesting to note that job sharing as an initiative is the next in terms of likelihood of usage by the employees scored at 1.98. Employees prefer to use all of their vacation time as the next choice with a score of 1.82. Brief paid sabbaticals for one or two months was next on the list of likelihood of usage with a score of 1.71. Paid maternity leave as an initiative was the next most likely to be used as a program with a mean of 1.63. This was followed by the option of a compressed work week at 1.42. Utilizing paid leave for sick family members was the next likely to be used by employees with the mean of 1.36. Paid paternity leave was the next likely to be used by employees scored at 1.32. Career breaks follow at 1.23; leave of absence for education was likely to be used as an initiative with 1.15 mean score. Part time work as an option and had a mean of 1.12, and the option of work from home all the time which sounds impractical had a mean score of 0.19. It is surprising that the least likely to be used programs that were aimed at work life balance was retirement support with a mean score of 0.
### 6.5 Representing the Difference Between Attractiveness and Prevalence of Work-Life Balance Programs:

**Table-6.6: Program wise differences**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Program</th>
<th>Attractive Score</th>
<th>Percentage Likely to use</th>
<th>Percentage Likely to use Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Flexible work Schedules</td>
<td>2.98</td>
<td>99.33</td>
<td>2.25</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75.00</td>
</tr>
<tr>
<td>2</td>
<td>Leave of absence for education</td>
<td>2.96</td>
<td>98.67</td>
<td>1.15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>38.33</td>
</tr>
<tr>
<td>3</td>
<td>Part-time work</td>
<td>2.88</td>
<td>96.00</td>
<td>1.12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>37.33</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>2.89</td>
<td>96.33</td>
<td>1.98</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>66.00</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>2.66</td>
<td>88.67</td>
<td>1.71</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>57.00</td>
</tr>
<tr>
<td>6</td>
<td>Work from home Occasionally</td>
<td>2.99</td>
<td>99.67</td>
<td>2.27</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75.67</td>
</tr>
<tr>
<td>7</td>
<td>Work from home all the time</td>
<td>1.5</td>
<td>50.00</td>
<td>0.19</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6.33</td>
</tr>
<tr>
<td>8</td>
<td>Compressed work week</td>
<td>2.44</td>
<td>81.33</td>
<td>1.42</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>47.33</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>2.98</td>
<td>99.33</td>
<td>1.63</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>54.33</td>
</tr>
<tr>
<td>10</td>
<td>Paid paternity leave</td>
<td>2.98</td>
<td>99.33</td>
<td>1.32</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>44.00</td>
</tr>
<tr>
<td>11</td>
<td>Use of all earned vacation time</td>
<td>2.95</td>
<td>98.33</td>
<td>1.82</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60.67</td>
</tr>
<tr>
<td>12</td>
<td>Paid leave for sick family members</td>
<td>2.96</td>
<td>98.67</td>
<td>1.36</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>45.33</td>
</tr>
<tr>
<td>13</td>
<td>Career breaks</td>
<td>2.93</td>
<td>97.67</td>
<td>1.23</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>41.00</td>
</tr>
<tr>
<td>14</td>
<td>Retirement Support</td>
<td>2.95</td>
<td>98.33</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
</tr>
</tbody>
</table>
Fig 6.4 Difference between attractiveness and prevalence of work-life balance programs
Table-6.7: Representing the difference between attractiveness and prevalence in descending order

<table>
<thead>
<tr>
<th>S.No</th>
<th>Initiative</th>
<th>Attractive Score</th>
<th>Percentage</th>
<th>Likely to use</th>
<th>Percentage</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Retirement Support</td>
<td>2.95</td>
<td>98.33</td>
<td>0</td>
<td>0</td>
<td>98.33</td>
</tr>
<tr>
<td>2</td>
<td>Leave of absence for education</td>
<td>2.96</td>
<td>98.67</td>
<td>1.15</td>
<td>38.33</td>
<td>60.33</td>
</tr>
<tr>
<td>3</td>
<td>Part-time work</td>
<td>2.88</td>
<td>96</td>
<td>1.12</td>
<td>37.33</td>
<td>58.67</td>
</tr>
<tr>
<td>13</td>
<td>Career breaks</td>
<td>2.93</td>
<td>97.67</td>
<td>1.23</td>
<td>41</td>
<td>56.67</td>
</tr>
<tr>
<td>10</td>
<td>Paid paternity leave</td>
<td>2.98</td>
<td>99.33</td>
<td>1.32</td>
<td>44</td>
<td>55.33</td>
</tr>
<tr>
<td>12</td>
<td>Paid leave for sick family members</td>
<td>2.96</td>
<td>98.67</td>
<td>1.36</td>
<td>45.33</td>
<td>53.33</td>
</tr>
<tr>
<td>9</td>
<td>Paid maternity leave</td>
<td>2.98</td>
<td>99.33</td>
<td>1.63</td>
<td>54.33</td>
<td>45.00</td>
</tr>
<tr>
<td>7</td>
<td>Work from home all the time</td>
<td>1.5</td>
<td>50</td>
<td>0.19</td>
<td>6.33</td>
<td>43.67</td>
</tr>
<tr>
<td>11</td>
<td>Use of all earned vacation time</td>
<td>2.95</td>
<td>98.33</td>
<td>1.82</td>
<td>60.67</td>
<td>37.67</td>
</tr>
<tr>
<td>8</td>
<td>Compressed work week</td>
<td>2.44</td>
<td>81.33</td>
<td>1.42</td>
<td>47.33</td>
<td>34</td>
</tr>
<tr>
<td>5</td>
<td>Brief (1-2 months) paid sabbatical</td>
<td>2.66</td>
<td>88.67</td>
<td>1.71</td>
<td>57</td>
<td>31.67</td>
</tr>
<tr>
<td>4</td>
<td>Job sharing</td>
<td>2.89</td>
<td>96.33</td>
<td>1.98</td>
<td>66</td>
<td>30.33</td>
</tr>
<tr>
<td>1</td>
<td>Flexible work Schedules</td>
<td>2.98</td>
<td>99.33</td>
<td>2.25</td>
<td>75</td>
<td>24.33</td>
</tr>
<tr>
<td>6</td>
<td>Work from home Occasionally</td>
<td>2.99</td>
<td>99.67</td>
<td>2.27</td>
<td>75.67</td>
<td>24</td>
</tr>
</tbody>
</table>

The above table 6.7, presents each of the initiatives in terms of their attractiveness score and its percentage, likelihood of usage score and its percentage. Attractiveness score, percentage of contribution to the attractiveness score, the likelihood of usage score, and the
percentage of contribution to the likelihood of usage score and the differences between the percentages are presented in in descending order. Data in this table demonstrates the highest difference between percentage of employees that contribute to attractiveness score and percentage of employees that contribute to likelihood of use score. To elaborate this, the researcher begins with the initiative “retirement support”. Retirement support as an initiative has a high attractiveness score of 2.95 that is contributed by 98.33% of employees. However, retirement support as an initiative has 0 as the likelihood of usage score which is contributed by none of the employees actually utilizing retirement support offered by the organization. This stark difference is indicated in the last column of the above Table. These differences are organized in a descending order and will be elaborated in the following section. As discussed, retirement support seems very attractive, and that is the majority opinion and surprisingly none of the employees actually utilize this and that is 98.33% which is explained in the ‘difference column’. Leave of absence for education is high on attractiveness with 2.96 as a score, contributed by 98.67% of employees, has a very low likelihood of usage score of 1.15, contributed by 38.33% of employees and resulting in a difference of 60.33. As a logical conclusion, this analysis indicates that efforts must be made by the organization to improve the likelihood of usage for retirement support followed by leave of absence for education. Continuing this discussion, the next initiative is part time work with a difference of 58.67. Career breaks is attractive at 2.93, low on likelihood of usage at 1.23, and the difference of 56.67. This indicates, that the organization must focus on options of providing part time work and career breaks wherever relevant. These initiatives or programs are followed by paid paternity leave with the difference of 55.33, leave for sick family members with the difference of 53.33, and paid maternity leave with the difference of 45.0. The other initiatives considered for this research such as work from home all the time has a difference of 43.67, use of all earned vacation with a difference of 37.67, compressed work week with the difference of 34, brief paid sabbatical with the difference of 31.67 and job sharing having a difference of 30.33. Flexible work schedules have an attractiveness score of 2.98 and work from home occasionally has an attractiveness score of 2.99. However, these two initiatives programs have a difference of 24.33 and 24 respectively.

Analyzing data from table 6.1 and table 6.6, it is clear that flexible work schedules a program has a high attractiveness score of 2.98 with a percentage of 99.33, however, from
Table I it is also evident that 17.1% of employees are not aware of the prevalence of program in the company. Leave of absence for education has an attractiveness score of 2.96 with a percentage of 98.67, but 72.2% of the employees are not aware of this initiative making it one of the areas of concern for improving awareness. Part time work as an initiative has an attractiveness score of 2.88 with a percentage of 96, whereas 97.6% of the employees are not aware of this initiative. It also indicates the companies must ensure improving awareness of such an initiative that supports work life balance. Job sharing has an attractiveness score of 2.89 with a percentage of 96.33, however 29.1% of the employees are not aware of this initiative. Brief paid sabbatical as an initiative has an attractiveness score of 2.66 with a percentage of 88.67, however 80% of the employees are not aware of this initiative. Brief sabbaticals are a great opportunity for employees to pursue their own interests, research and attend to familial obligations. Work from home occasionally as an initiative has an attractiveness score of 2.99 with a percentage of 99.67, however 20.9% of employees are not aware of this very important initiative. Work from home all the time has a low attractiveness score of 1.5 with a percentage of 50, and about 99.1% of employees are not aware of this initiative. Compressed work week as an initiative has an attractiveness score of 2.44 with a percentage of 81.33, however, 72.7% of the employees are not aware of this initiative. Paid maternity leave has an attractiveness score of 2.98 with a percentage of 99.33 and shares the same data with paid paternity leave. However, 10.4% of the employees are not aware of paid maternity leave while 41.8% of employees are not aware of paid paternity leave. Use of all earned vacation as an initiative has an attractiveness score of 2.95 with a percentage of 98.33, with 30% of the employees not aware of this initiative. Career breaks has an attractiveness score of 2.93 with a percentage of 97.67, awareness levels being 25.6%. Paid leave for sick family members has an attractiveness score of 2.96 with a percentage of 98.67, with 56.4% of employees not aware of this initiative. Retirement support as an initiative had an attractiveness score of 2.95 with a percentage of 98.33, with 78% of the employees not aware of this initiative.
### 6.6 ANALYSIS OF BENEFITS OCCURRED THROUGH WLB INITIATIVES

#### Table-6.8: Rankings of benefits occurred through WLB initiatives

<table>
<thead>
<tr>
<th>S. No</th>
<th>Benefits</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Median</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increased morale</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>6.45</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Less fatigue and strain</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>2.61</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Higher motivation to produce good, high quality work</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>3.64</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Ability to earn more by working harder and performing</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>4.77</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>High job satisfaction</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>4.41</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Builds team spirit</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>5.72</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Improves decision making process</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>5.52</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Employees accept change better</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>7.32</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>9</td>
<td>Reduces employee turnover</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>7.52</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>Reduces Absenteeism</td>
<td>450</td>
<td>1</td>
<td>10</td>
<td>7.02</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>
Table 6.8 presents the ranks for the benefits that employees experience through various work life balance initiatives being offered by the organizations. Among the benefits that employees perceive as being valuable as a result of work life balance initiatives, the most important benefit that employees feel and rank as ‘one’ is the benefit of less fatigue and strain. Work life balance measures contributed to lesser fatigue levels and ensured that employees had stress levels that were easier to manage. The researcher used median as a way to rank benefits perceived by employees that accrue due to work life balance measures/initiatives. However, in cases of tie of ranks using median as a measure, the researcher used the mean score for the set of questions to break the tie. The final ranks are listed in the last column of the table. The second rank for benefits that employees
experienced as a result of work life balance measures is higher motivation to produce good and high quality work. Adequate work life balance measures contributed to a higher motivation level for employees to exert greater effort in ensuring higher quality and productivity. The third rank for benefits that resulted from work life balance was higher levels of job satisfaction. Employees experienced a greater psychological relation to their jobs and higher levels of involvement with their work when they were supported with work life balance initiatives. The fourth rank for benefits that resulted from work life balance initiatives was employee's ability to earn more by improving their performance. Work life balance measures ensured that employees can focus on their jobs completely, channel their efforts to improved performance and therefore earn more based on their improved performance levels. The fifth rank for benefits that accrue from work life balance was the employee's’ ability to contribute in decision making process. A clutter free mind, less stress and better work life balance ensured that employees could contribute ideas and suggestions in decision making at their workplace. Team spirit ranked sixth in terms of benefits that resulted from work life balance initiatives. Employees were able to contribute to team efforts and team goals through better synergies being realized when they were supported by work life balance measures. The next in the list of ranked benefits resulting from work life balance initiatives was increased morale. Higher levels of morale were reported by employees who perceived and utilized work life balance initiatives and increased morale ranked seventh in the overall list of benefits. Ranked eighth among benefits resulting from work life balance initiatives was reduced absenteeism. Employees absented lesser when they felt supported by work life balance measures offered by the organization. Next ranked in the list of benefits was reduced employee turnover. Employees who experienced lower stress levels as a result of work life balance measures were less likely to leave the organization. The tenth rank for the list of benefits that accrue due to initiatives concerning work life balance was employee's ability to accept and embrace change better. This ability of accepting change and being better prepared for change was tenth on the list of benefits that are perceived by employees as resulting from work life balance initiatives.