CHAPTER 10

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10.0 INTRODUCTION

ONGC extends several welfare benefits to the employees and their families by way of comprehensive medical care, education, housing and social security (ONGCg, n.d) and “ONGC has given a value return of 2450 times the original investment made by Government of India, says CMD Sudhir Vasudeva. The oil and gas major was promoted by the GoI with equity of INR 342.85 Crore. In return, the government has realized over INR 27K Crore through divestment of 31% stake in ONGC. ONGC has also contributed INR 3.5 Lakh Crore by way of taxes and other levies and paid a dividend of INR 78K Crore. ONGC has also paid a subsidy of over INR 2.16 Lakh Crore to OMCs to make petroleum products available at affordable prices to the people of India. In addition, ONGC’s current market capitalization is around INR 2.3 Lakh Crore out of which the government’s share comes to INR 1.59 Lakh Crore (ONGCh, n.d.).

“Everything taken together gives us a figure close to INR 8,29,000 Crore which roughly translates to over 2,450 times the value of the original investment made by the Government. A colossal value multiplier by any stretch of imagination or on any quantitative benchmark”, he said at the 3rd AIMA PSU Summit on the theme ‘PSUs: Catalyst to India’s economic growth’ held on Dec20, 2013. In-spite of organisational growth and contribution of huge amount to the Government of India, ONGC’s working environment needs further improvement to meet the Global parameters (ONGCh, n.d.) and as revealed by Delecta, P. (2011) “Work environment is more effective in work-life imbalance than the family environment”.

ONGC’s Annual Report 2013-14 reveals that “Company continued in its endeavours to ensure work-life balance of its employees” (pg. 73). However, ONGC reveals that “There are many major employee welfare schemes, which were conceptualized, processed and implemented during the period such as
Composite Social Security Scheme (CSSS) (in which the amount of benefit has been increased to more than double), Leave Encashment through LIC (where, in case of death of an employee, besides leave encashment, an Insurance cover of Rs. 10 lakh would be given, Premium to be paid by ONGC), Fair Wage policy for Contract Workers (where such workers are getting the benefit of enhanced wages besides the Group gratuity and Insurance), Scholarships to Meritorious SC/ST students (increased numbers & enhanced amount) and poor and deserving General and OBC students, etc. These schemes are in addition to the various schemes like Laptop, Mobile, brief Case" (ONGCi, n.d.).

For the benefit of those employees who superannuated upto 31.12.2006, Shri Pradeep Sahariya, ED-Chief ER stated in his interview that “For such ONGCians, we have recently launched a unique scheme named ‘Asha Kiran’, in which the amount/ grant is given to them to meet their emergency needs” (ONGCi, n.d.). Moreover, the continuing prosperity of a firm is likely to be enhanced by employees who hold attitudes, value and expectations that are closely aligned with the corporate vision (Borman & Motwidlo 1993, Spector 1997, Cable & Parsons 2001, Feldman 2003, Chew 2005).

Steven (2001) defined segment wise policies related to Organizational, and Government and enlisted hereunder:

10.1 ORGANIZATIONAL POLICIES

10.1.1 Family friendly culture

10.1.1.1 Work-family conflict is an issue
10.1.1.2 Equal opportunities
10.1.1.3 Respect for employee’s private and family life
10.1.1.4 Open communication
10.1.1.5 Family-friendly leadership style

10.1.2 Human Resource Management

Within each tool of human resource management, there is no discrimination towards people with families, and limitations imposed by these families are explicitly taken into account.

10.1.2.1 Selection & recruitment
10.1.2.2 Promotion/ Career Development
10.1.2.3 Wage & Incentive systems
10.1.2.4 Performance evaluation
10.1.2.5 Training & development

10.1.3 Managerial initiatives and organizational development aimed specially at management of work-family issues

10.1.3.1 Structural measures

10.1.3.1.1 Statement acknowledging importance of family and personal life
10.1.3.1.2 Planning and implementation of a family supportive program (FSP)
10.1.3.1.3 Assigning work-family program coordination duties
10.1.3.1.4 Work-Family support groups
10.1.3.1.5 Work-family-related company survey

10.1.3.2 Programs

10.1.3.2.1 Employees assistance program
10.1.3.2.2 Health Promotion program
10.1.3.2.3 Stress Management Program
10.1.3.2.4 Absenteeism Program
10.1.3.2.5 Handbooks for employees and managers on Family –Supportive Policies

10.1.4 Counseling

10.1.4.1 Employee assistance Program (Medical, Psychological and Social Assistance)
10.1.4.2 Expatriate counseling

10.1.5 Flexible Work Arrangements

10.1.5.1 Flexible working hours (flextime), variable starting and quitting times
10.1.5.2 Part-time work
10.1.5.3 Job-sharing
10.1.5.4 Compressed work week
10.1.5.5 Reduced work week

10.1.6 Leave Arrangements

10.1.6.1 Family/Maternity/ Paternity Leave
10.1.6.2 Child rearing leave
10.1.6.3 Leave for taking care of Sick/disabled parents or children
10.1.6.4 Sabbatical
10.1.6.5 Seasonal schedule
10.1.6.6 Unpaid holiday
10.1.6.7 Career interruption
10.1.6.8 Paid-time-off banks

10.1.7 Family Support Facilities
10.1.7.1 Childcare information/referral
10.1.7.2 (Off-site/ on-site /near-site) child-care center
10.1.7.3 Employer financial Subsidies to pay for day-care
10.1.7.4 Donations to local day-care facilities in return for slots
10.1.7.5 Provision of or payment for childcare during business travel or extra work hours
10.1.7.6 Childcare discounts or vouchers
10.1.7.7 Elder care information/ referral
10.1.7.8 (Off-site/on-site/near-site) elder-care center
10.1.7.9 (Off-site/on-site/near-site) breastfeeding center
10.1.7.10 School-age programs (after school/holidays)
10.1.7.11 Dependent care development fund
10.1.7.12 Sport/ fitness facilities

10.1.8 Material Support
10.1.8.1 Housing
10.1.8.2 Education loans
10.1.8.3 Insurance (Medical, dental, vision, hearing)

10.1.9 Off-site work facilities
10.1.9.1 Telecommuting or flex place
10.1.9.2 Tele or home offices/work at home

10.1.10 Information / training coping skills
Newsletter, informative sessions, seminars or workshops, during or after hours on:

10.1.10.1 Management of work-family conflict (for Managers)
10.1.10.2 Management of work-family conflict (for Volunteer care providers)
10.1.10.3 Stress management (for employees)
10.1.10.4 Relaxation (for employees)
10.1.10.5 Time management /prioritizing (for Employees)
10.1.10.6 Problem-solving (for employees)
10.1.10.7 Balancing Work and family (for Employees)
10.1.10.8 Parenting (for Employees)
10.1.10.9 Conflict management (for Employees)
10.1.10.10 Negotiation Skills (for Employees)
10.1.10.11 Prenatal and nutrition course (for Employees)
10.1.10.12 Self-care (for Employees)

10.2 GOVERNMENT POLICIES
10.2.1 Legally enforced leave arrangements
10.2.2 Tax advantages for family-friendly companies
10.2.3 Subsidies to family-friendly companies
10.2.4 State-supported child care centers
10.2.5 Subsidiaries to service providers
10.2.6 Development programs for company managers on work-family issues
10.2.7 Development of a family – friendly index/ award
10.2.8 Subsidies to individuals with big families and/or companies
10.2.9 Tax advantages for individuals with big families and/or companies
10.2.10 Conferences, workshops on work-family issues

Steven (2001) revealed that “The consequences of work-family conflict are not limited to individuals and their families. Companies too suffer the consequences of Work-family conflict. Work-family conflict has been associated with job dissatisfaction, lowered performance and commitment, turnover”. He further revealed that most studies focus on specific work-family policies; flexible work schedule and childcare have received most empirical research attention. Research on flextime has shown that absenteeism and turnover are reduced, and job satisfaction is improved when flextime programs
are implemented (Narayanan & Nath, 1982; Pierce & Newstrom, 1983). Flextime has been associated with increased productivity and morale, and reduced absenteeism, truancy and use of overtime (Dalton & Mesch, 1990; Guy, 1993; Mellor, 1986; Rubin, 1979; Swart, 1985) Other researchers found a relationship with lower levels of stress (Bohen & Viveros-Long, 1982), commitment (Grover & Crooker, 1995; Scandura & Lankau, 1997), without any negative effects on productivity or performance (Orpen, 1981; Schein, Maurer, & Novak, 1977)

Steven (2001) also stated that “There is a lot of anecdotal evidence – mostly in the North American business press- of companies that have successfully developed and implemented family-friendly policies or practices, and that have reported some beneficial effects in terms of satisfaction or productivity. Surprisingly, there is very limited scientific research on the topic. Few scholars have reported rigorous studies testing the effectiveness of family-friendly policies in reducing work-family conflict in a leading journal. Apparently, there is also a problem with the transfer of scientific findings to practitioners. Or is it the indifference or hands-off mentality of the practitioners that is the real problem? Wheatley, Vogt & Murell (1991) found that human resources managers are hardly concerned about divorces among employees, although these can have serious consequences for productivity. They observe that HR managers do little to limit or reduce overtime and travelling and situate this in a general hand-off mentality when it comes to work-friendly problems”.

10.3 CONCLUDING REMARKS

Oil and natural Gas Corporation Limited have several welfare schemes, however, Family-friendly policies adopted by the organizations can help the employees to decrease the work-family interface and yield benefits for themselves, their families and their employers. Though there is dearth of formal friendly initiatives practiced in the organizations in India, supportive work culture and informal friendly environment can benefit the employees and organizations (Jagdeep Singh, 2013).
REFERENCES


