CHAPTER 12

FINDINGS AND CONCLUSION
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12.0 INTRODUCTION: A CONCEPT ON WORK LIFE BALANCE

Discussion of work-life balance is presently much in demand and evidence of high level of support from both employers and employees now exists. Much of the growing amount of research into work-life balance reflects the widespread interest in the topic. This study explores the prospective of work-life balance and its perspicacity in Oil and Natural Gas Corporation Limited (ONGC) in order to gain different perspectives of Work-life balance in ONGC. The research design comprise of interviews with the ONGC employees of Ahmedabad Asset covering each level from staff to senior managerial level, various departments working varying work schedule and covering both the genders- Male & Female employees.

Work-life balance has come to the forefront of policy discourse in developed countries in recent years and Oil and Natural Gas Corporation Limited (ONGC) has taken as an HR objective for its implementation as ONGC is one of the flagship companies of India and even having global business with rapid technological changes for exploration of Oil & Gas. ONGC has adopted progressive policies in scientific planning, acquisition, utilization, training and motivation of the team where everybody matters, every soul counts. ONGC has a unique distinction of being a company with in-house service capabilities in all the activity areas of exploration and production of oil & gas and related oil-field services. This was made possible by the men & women behind the machine and over 18,000 technically- competent experienced scientists and engineers, mostly from distinguished Universities/ Institution of India and abroad forms the core of executive profile. They include geologists, geophysicists, and geo-chemists, drilling engineers, reservoir engineers, petroleum engineers, production engineers, engineering & technical service providers, financial and human resource experts and IT professionals. However, being round the clock jobs to perform Oil and Gas Exploration & Production activities, numbers of employees irrespective of their position right from staff level to senior technocrats to senior managerial level executives are engaged 24x7 and their balance on work-life is utmost concerned.
12.1 LITERATURE REVIEW

Pascal Paille, Francois Grima & Marie-Eve Dufour (2012) revealed that “The relationship between satisfaction and intent to leave is well documented. Extensive data show that job satisfaction reduces intent to leave the organization (e.g. Tett and Meyer 1993; Lauuver and Kristof-Brown 2001; Blau 2007). Research conducted among public sector employees on the relationship between satisfaction and the decision to leave the current employer has produced similar findings to the studies conducted among private employees. Consistent with research conducted among private employees, a negative correlation has been found among public employees (e.g. Selden and Moynihan 2000; Kim 2005). To retain employees, Wright and Davis (2003) suggested that public organizations need to create a work environment that keeps their employees happy and satisfied.”

The literature on Work-life balance with different perspectives are available and searched to frame current perspective on Work-life Balance. Rebbeca Bundhun, The National (2009) quotes that achieving work-life balance is not as simple as spending equal time for work and personal life whereas researcher Murphy and Doherty (2011) reveals that it is not possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way this is perceived but establishing a harmony that reflects an individual’s priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right place (Harvard Business Review, 2000).

Hymen and Summers (2004) classified seven major problems which are associated with current practices over work-life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies, policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life, domestic responsibilities are still conducted primarily by women irrespective of their employment status. Researcher Vloeberghs (2002) reveals that there is a need for a practical instrument to measure the present situation of work-life balance. However, as revealed by the researchers Eikhof et al.
(2007), the current work-life balance policies are narrow-minded in terms of addressing the needs and aspirations of employees but there is need for its realization as reflected in Emerald article, Human Resource Management International Digest, Vol.12 Iss: 7(2004) which emphasize that the employers are realizing for its responsiveness and take inventive in trying to meet employee expectations for flexible benefits that help with their with their work-life balance.

Miller (1978) emphasized that earlier the work life used to begin at age 16 and end at age 70 and now begins at 20 and ends at 62 for most of the working personals. However, restrained effects of the increase in average length of life over the last 80 years may be associated with certain changes in work-life history as more people reach the older age with their health to permit them to enjoy leisure and image of the retirement years. In-spite of that changing view of marriage like relationships also affects work-life balance as many women are no longer expecting lifelong partners, and consequently they stress the importance of acquiring skills and qualifications as stated by researcher Lewis et al. (1999) whereas in contradiction to the above Milkie and Petola (1999) stressed that happier marriages are related to a greater sense of success in balancing work and family.

Higgins et al. (1992), Hochschild (1989), Kelly and Voydanoff (1985), Hochschild (1989), Thompson & Walker (1989) reveals that working women face well- documented conflicts due to their continuing role as primary caretakers for their home, children, and/or elderly parents being women’s greater responsibility for children and other family members and they experience more interruptions than men resulting common household problems. However, at family front researcher Milkie and Peltola (1999) states that one will feel less successful in achieving their own work-family balance if spouse has to do the smaller portion of housework where Kiecolt (2003) finds that who find work a haven spends no more hours at work than those with high work-home satisfaction. However, Higgins and Duxbury (1992) find that work conflict is a greater source of work-family conflict whereas personal or family lives, interfere with work are associated for fewer hours but work that interferes with life matters as revealed by the researcher Reynolds (2005).
12.2 OBJECTIVES
The overall objective of this study is to explore the perceptions of Work-Life Balance of ONGC Employees that includes their quality life conditions meeting with present scenario of competitiveness, their aspirations matching with the growth of ONGC, their work and family life and individual means of adaptation to have proper work life balance and its impact on their family life. Following are the objective to the study:

- To study whether quality work life condition are meeting with the present scenario of competitiveness.
- To study whether individual employee’s aspirations are matching with the organization growth.
- To study the work life balance, in the context that whether employees (ONGC) are able to balance their work and family life and what means do they adopt to have proper work life balance.
- To study that quality work life condition would have impact on employees’ family relations.

12.3 HYPOTHESIS
There are four hypothesis formulated by the researcher and had undertaken for the study.

Hypothesis 1:

H01: There is no significant correlation between Quality work life conditions of ONGC employees with work-life balance in present scenario of competitiveness.

Hypothesis 2:

H02: There is no significant correlation between employees’ aspiration with work-life balance in line with organizational growth.

Hypothesis 3:

H03: There is imbalance between work and family life of the employees of ONGC.

Hypothesis 4:

H04: There is no significant correlation between Quality work-life conditions impacting employee’s family relations to have Work-Life Balance.
12.4 SAMPLE
Against the distribution of 1358 questionnaire, received only 612 valid questionnaires which were used for analysis.

Sample Size : 612 Employees of ONGC

12.5 TOOLS USED
Structured Interviews (http://www.qualres.org/HomeStru-3628.html) having following Characteristics has been administered for the study:

- Researcher asked each respondent the same series of questions in sequence of the questionnaire starting with personal information consisting of level of the employees in ONGC, his/her discipline in which he/she is working, age, posted at office/field, their qualification level as categorized in ONGC such as Q1, Q2, Q-3 and below (Q1 for Graduate Engineers & above, Q2 for Diploma Engineers/Post Graduate in Science/Arts/Commerce etc., Q3 for ITI holders or Graduation in Science/Arts/Commerce etc. and Below Q3 for others such as upto schooling etc.), Gender of the employee, his/her marital status and whether his/her partner is employed.

- Total 37 questions were administered and created prior to the interview out of which 28 questions were in 5 point Likert scale from strongly agree, Agree, Not agree nor disagree, disagree and strongly disagree and other were descriptive having options to suit their responses.

- There were little room for variation in responses and few open-ended questions were included in the interview. However, researcher allowed the respondents to have full participation to get more information.

- Questioning were standardized and the ordering and phrasing of the questions were kept consistent from interview to interview.

- Researcher played a neutral role and acted casual and friendly, but does not insert his or her opinion in the interview.

- Self-administered questionnaires were a type of structured interview.
The interview questions posed to the participants were derived from an extensive review of the Work-life literature and empirical evidence from HR periodicals.

12.6 STATISTICAL TECHNIQUES

Research Type: Descriptive Research

Descriptive studies report summary data such as measures of central tendency including the mean, median, and mode, deviance from the mean, variation, percentage, and correlation between variables. On the other hand, descriptive research might simply report the percentage summary on a single variable (http://www.aect.org/edtech/ed1/41/41-01.html).

The research has been designed as descriptive research and analyzed with mean, median, mode, variation, standard deviation, percentage, correlation with variables with Scatter Plot, Histogram, Pearson Correlation and correlation Matrix. Tabulation and the graphical presentation are carried out using MS-Excel. Descriptive and inference statistics is carried out using SPSS 16.00.

Sampling Technique: Stratified Sampling

In stratified sampling, the population is partitioned into non-overlapping groups, called strata and a sample is selected by some design within each stratum (https://onlinecourses.science.psu.edu/stat506/node/27).

There are number of departments in Oil and Natural Gas Corporation Ltd which works for their respective expertise to achieve the ultimate objective of the organization for exploration and production of Oil & Gas. Stratified sampling has been used to cover respective departments within ONGC to have collective sampling.
12.7 FINDINGS

Findings indicates that there is well defined career path in ONGC which drives the employees to perform quality work for their self-growth and feel valued as an ONGC employee. However, majority of the employees were found committed to have long-term career with ONGC in-spite of competitive environment. Research finds that employees of ONGC are having a team spirit that too in high order and every employees takes the responsibility for their action with the thought that their job is important to fulfill the mission of ONGC. Object wise findings are here under:

12.7.1 WHETHER QUALITY WORK LIFE CONDITIONS MEETING WITH COMPETITIVENESS AND WORK LIFE BALANCE?

Hypothesis 1

$H_0$: There is no significant correlation between Quality work life conditions of ONGC employees with work-life balance in present scenario of competitiveness.

Hypothesis $H_0$ has been evaluated considering all parameters concerning to Quality Work life Conditions of ONGC employees which affects balancing Work-Life. The following parameters were considered and evaluated each one by one to conclude its significant correlation with Work-Life Balance:

1. Autonomy and Recognition and Work-Life Balance

a) At work, I have opportunity to do my best

☐ There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.1: Scatterplot, Figure 5.1.2: Histogram, Table 5.1.2(a): Descriptive Statistics, Table 5.1.2(b): Tests of Normality and Figure 5.1.3: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between employees getting an opportunity to do their best at work ($M=3.80$, $SD=0.783$) and having good work-life balance ($M=4.00$, $SD=0.504$) Table 5.1.2(c), Pearson $r(612)=0.234^{**}$, $p<0.01$ (Table 5.1.3).

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between Employees getting an opportunity to do their best at work, and having Work-Life Balance.
This shows that improvement in employees getting opportunity to do their best at work will boost Work-Life Balance by 23.4%.

b) My work adds value to the organization

□ There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.4: Scatterplot, Figure 5.1.5, Table 5.1.4(a): Descriptive Statistics, Table 5.1.4(b): Tests of Normality and Figure 5.1.6: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Employee feels that their works add value to ONGC (M=4.15, SD=0.541) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.4(c), Pearson r (612) = 0.225**, p<0.01 (Table 5.1.5).

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between Employee feels that their works add value to ONGC, and having Work-Life Balance. This shows that improvement in employees feeling that their works add value to ONGC will boost Work-Life Balance by 22.5%.

c) I feel valued as an ONGC employee

□ There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.7: Scatterplot, Figure 5.1.8: Histogram, Table 5.1.6(a): Descriptive Statistics, Table 5.1.6(b): Tests of Normality and Figure 5.1.9: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between employees' feeling proud being an ONGC employee (M=4.32, SD=0.688) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.6(c), Pearson r (612) = 0.225**, p<0.01(Table 5.1.7).

The Sig (2-Tailed) value is 0.007 <0.01, it concludes that there is statistically significant correlations between Employee feels proud being an ONGC employee that the employees of ONGC were being regarded even outside the organization, and having Work-Life Balance. This shows that improvement in Employee feeling being an ONGC employee will boost Work-Life Balance by 22.5%.

a) I feel more committed to a long term career with the ONGC in spite of competitive environment:

There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.10: Scatterplot, Figure 5.1.11, and Table 5.1.19(a): Descriptive Statistics, Table 5.1.19(b): Tests of Normality and Figure 5.1.12: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Employee feels that they are more committed to a long term career with ONGC in spite of competitive environment (M=3.70, SD=1.034) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.9(c), Pearson r (612) = 0.225**, p<0.01(Table 5.1.10).

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between Employee feels that they are more committed to long term career with ONGC in spite of competitive environment and having Work-Life Balance. This shows that improvement in Employees long term commitment with ONGC will boost Work-Life Balance by 22.5%.

b) ONGC provides opportunity to further develop my skill and abilities

There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.13: Scatterplot, Figure 5.1.14, Table 5.1.11(a): Descriptive Statistics, Table 5.1.11(b): Tests of Normality and Figure 5.1.15: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Employee feels that they got opportunities to further development of their skill and abilities (M=3.93, SD=0.718) and having good work-life balance (M=4.00, SD=0.504)Table 5.1.11(c), Pearson r (612) = 0.118**, p<0.01(Table 5.1.12).
The Sig (2-Tailed) value is 0.003 <0.01, it concludes that there is statistically significant correlations between Employee feels that they got opportunities to further development of their skill and abilities, and having Work-Life Balance. This shows that improvement in employees getting opportunity to have further development of their skill and abilities will boost Work-Life Balance by 11.8%.

c) Promotion is based on meritocracy and performance linked.

There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.16: Scatterplot, Figure 5.1.17, Table 5.1.13(a): Descriptive Statistics, Table 5.1.13(b): Tests of Normality and Figure 5.1.18: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between employees’ getting promotion on the basis of meritocracy (M=3.44, SD=0.896) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.13(c), Pearson r (612) = 0.164**, p<0.01 (Table 5.1.14).

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between Employees gets promotion based on meritocracy and having Work-Life Balance. This shows that improvement in Promotion of the Employees based on meritocracy will boost Work-Life Balance by 16.4%.

d) Employees are sponsored for training programmes on the basis of genuine training needs.

There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.19: Scatterplot, Figure 5.1.20 Histogram, Table 5.1.15(a) Descriptive Statistics & Table 5.1.15(b) Test of Normality and Figure 5.1.21:). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between employees' getting training (M=3.43, SD=0.903) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.15(c), Pearson r (612) = 0.213**, p<0.01 (Table 5.1.16).
The Sig (2-Tailed) value is 0.000 < 0.01, it concludes that there is statistically significant correlations between training need of the employees of ONGC and having Work-Life Balance. This shows that improvement in employees meeting training needs will boost Work-Life Balance by 21.3%.

3. Efficiency and Work-Life Balance

   a) The mission of ONGC makes me feel that my job is important.

   There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.22: Scatterplot, Figure 5.1.23: Histogram, Table 5.1.18(a): Descriptive Statistics, Table 5.1.18(b): Tests of Normality and Figure 5.1.24: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a weak but positive association between employees’ getting training (M=4.01, SD=0.472) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.18(c), Pearson r (612) = 0.290**, p<0.01(Table 5.1.19).

   The Sig (2-Tailed) value is 0.000 < 0.01, it concludes that there is statistically significant correlations between employees feeling towards their job importance to meet the mission of ONGC and having Work-Life Balance. This shows that improvement in employees’ feelings towards their job importance to meet the mission of ONGC will boost Work-Life Balance by 29.0%.

   b) Team spirit/ Group working is of high order in ONGC

   There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.25: Scatterplot, Figure 5.1.26: Histogram, Table 5.1.20(a): Descriptive Statistics, Table 5.1.20(b): Tests of Normality and Figure 5.1.26: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Employee of ONGC works as a team (M=3.87, SD=0.652) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.20(c), Pearson r (612) = 0.257**, p<0.01(Table 5.1.21).
The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between employees working in a team and having Work-Life Balance. This shows that improvement in Employees working with team spirit/Group working will boost Work-Life Balance by 25.7%.

4. **Job Satisfaction, Morale and Motivation and Work-Life Balance**
   
a) *I gain satisfaction from my current job responsibilities*

  □ There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.28: Scatterplot, Figure 5.1.29: Histogram, Table 5.1.23(a): Descriptive Statistics, Table 5.1.23(b): Tests of Normality and Figure 5.1.30: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Job satisfaction of the Employee of ONGC (M=3.97, SD=0.747) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.23(c), Pearson r (612) = 0.148**, p<0.01(Table 5.1.24).

  The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between employees Job Satisfaction and having Work-Life Balance. This shows that improvement in Employees Job Satisfaction will boost Work-Life Balance by 14.8%.

b) **Morale is high among employees across organization.**

  □ There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.31: Scatterplot, Figure 5.1.32: Histogram, Table 5.1.25(a): Descriptive Statistics, Table 5.1.25(b): Tests of Normality and Figure 5.1.33: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Employees Morale across ONGC is of high in order (M=3.67, SD=0.661) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.25(c), Pearson r (612) = 0.221**, p<0.01(Table 5.1.26).

  The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between employees Morale...
across ONGC and having Work-Life Balance. This shows that improvement in Employees Morale will boost Work-Life Balance by 22.1%.

c) **Appreciation by team members and peers give me a sense of encouragement**

- There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.34: Scatterplot, Figure 5.1.35: Histogram, Table 5.1.27(a): Descriptive Statistics, Table 5.1.27(b): Tests of Normality and Figure 5.1.36: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between employees' got appreciation form team and peers at work (M=3.67, SD=0.661) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.27(c), Pearson r (612) = 0.218**, p<0.01(Table 5.1.28).

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between employees Appreciation and having Work-Life Balance. This shows that improvement in Employees getting appreciation will boost Work-Life Balance by 21.8%.

d) **ONGC employees consult each other when they need support.**

- There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.38: Scatterplot, Figure 5.1.39: Histogram, Table 5.1.29(a): Descriptive Statistics, Table 5.1.29(b): Tests of Normality and Figure 5.1.40: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between Employee consult each other in need and get support (M=4.16, SD=0.541) and having good work-life balance (M=4.00, SD=0.504) Table 5.1.29(c), Pearson r (612) = 0.171**, p<0.01(Table 5.1.30).

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between Employee consultation with each other in need and get support and having Work-Life...
Balance. This shows that improvement in employees getting support from each other will boost Work-Life Balance by 17.1%.

5. **Work Commitment and Work-Life Balance**
   
a) **Everyone here takes responsibilities for their actions**
   
   □ There were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 5.1.39: Scatterplot, Figure 5.1.40: Histogram, Table 5.1.32(a): Descriptive Statistics, Table 5.1.32(b): Tests of Normality and Figure 5.1.41: Histograms). There was significant evidence to reject the null hypothesis and conclude that there was a week but positive association between work commitment ($M=3.51$, $SD=0.790$) and having good work-life balance ($M=4.00$, $SD=0.504$) Table 5.1.32(c), Pearson $r$ (612) = 0.253**, $p<0.01$ (Table 5.1.33).

   The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is statistically significant correlations between employees work commitment and having Work-Life Balance. This shows that improvement in Employee’s Work Commitment will boost Work-Life Balance by 25.3%.

6. **Reduction in Absenteeism and Work-Life Balance**
   
a) **I take leave from work to fulfill family priorities**
   
   □ There was no significant evidence to reject the null hypothesis and conclude that there was significant association between Absenteeism ($M=3.80$, $SD=0.867$) and having good work-life balance ($M=4.00$, $SD=0.504$) Table 5.1.32(c), However, Pearson $r$ (612) = 0.035, $p>0.01$ (Table 5.1.36) and the Sig (2-Tailed) value is 0.384 >0.01, it concludes that statistically there is no significant correlations between Absenteeism and having Work-Life Balance. Correlations with Employees taking leave to fulfill family priorities with Good work–Life Balance shows insignificant and certain corrective measures should be adopted to have good work-life balance of employees to reduce the absenteeism due to family priorities.
Quality Life Conditions

Hypothesis 1
H0: There is no significant correlation between Quality work life conditions of ONGC employees with work-life balance in present scenario of competitiveness.

<table>
<thead>
<tr>
<th>Quality Life Conditions</th>
<th>Pearson Coefficient (r)</th>
<th>Sig (2-Tailed) value</th>
<th>Improvement Will boost Work-Life Balance by</th>
</tr>
</thead>
<tbody>
<tr>
<td>At work, I have opportunity to do my best</td>
<td>r=.234**</td>
<td>p=.000</td>
<td>23.4%</td>
</tr>
<tr>
<td>My work adds value to the organization</td>
<td>r=.225**</td>
<td>p=.000</td>
<td>22.5%</td>
</tr>
<tr>
<td>I feel valued as an ONGC employee</td>
<td>r=.225**</td>
<td>p=.007</td>
<td>22.5%</td>
</tr>
<tr>
<td>I feel more committed to a long term career with the ONGC in spite of competitive environment</td>
<td>r=.225**</td>
<td>p=.000</td>
<td>22.5%</td>
</tr>
<tr>
<td>ONGC provides opportunity to further develop my skill and abilities</td>
<td>r=.118**</td>
<td>p=.003</td>
<td>11.8%</td>
</tr>
<tr>
<td>Promotion is based on meritocracy and performance linked.</td>
<td>r=.164**</td>
<td>p=.000</td>
<td>16.4%</td>
</tr>
<tr>
<td>Employees are sponsored for training programmes on the basis of genuine training needs.</td>
<td>r=.213**</td>
<td>p=.000</td>
<td>21.3%</td>
</tr>
<tr>
<td>3. Efficiency and Work-Life Balance</td>
<td>The mission of ONGC makes me feel that my job is important.</td>
<td>$r = .290^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td></td>
<td>Team spirit/ Group working is of high order in ONGC</td>
<td>$r = .257^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td></td>
<td>I gain satisfaction from my current job responsibilities</td>
<td>$r = .148^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td></td>
<td>Morale is high among employees across organization</td>
<td>$r = .221^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td></td>
<td>Appreciation by team members and peers give me a sense of encouragement</td>
<td>$r = .218^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td></td>
<td>ONGC employees consult each other when they need support</td>
<td>$r = .171^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td>4. Job Satisfaction, Morale and Motivation and Work-Life Balance</td>
<td>Everyone here takes responsibilities for their actions</td>
<td>$r = .253^{**}$</td>
<td>$p = .000$</td>
</tr>
<tr>
<td>5. Work Commitment and Work-Life Balance</td>
<td>I take leave from work to fulfil family priorities</td>
<td>$r = .035$</td>
<td>$p = .384$</td>
</tr>
</tbody>
</table>

Hence the Null Hypothesis "Hypothesis1: "H$_{01}$: There is no significant correlation between Quality work life conditions of ONGC employees with work-life balance in present scenario of competitiveness" is rejected.
12.7.2 WHETHER EMPLOYEES' ASPIRATION ALONG WITH ORGANIZATION GROWTH AND WORK LIFE BALANCE?

Hypothesis 2:

H02: There is no significant correlation between employees' aspiration with work-life balance in line with organizational growth.

A Pearson correlation coefficient was conducted to evaluate the null hypotheses that the employees' aspirations are negatively related with organizational growth (N=612). Preliminary analysis showed that there were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 6.1.1: Scatterplot, Figure 6.1.2: Histogram; Employees aspiration, Figure 6.1.3: Histograms; Employees Work-Life Balance, Table 6.1.2(a): Descriptive Statistics- Employees Aspiration with the growth of ONGC and Work-Life Balance, Table 6.12. (b): Case processing report and Table 6.1.2(c): Tests of Normality). There was significant evidence to reject the null hypothesis and conclude that there was a week, positive association between employees’ aspiration matching with the growth of ONGC (M=3.83, SD=0.637) Table 6.12.(d) and having good work-life balance (M=4.00, SD=0.504), Pearson r (612) = 0.232**, p<0.01.

The Sig (2-Tailed) value is 0.000 <0.01, it concludes that there is positive correlations exists between Employees aspiration with ONGC growth and Good Balance towards Work-Life Balance (r= .232**). Hence the Null Hypothesis “H02: There is no significant correlation between employees’ aspiration with work-life balance in line with organizational growth” is rejected. This shows that improvement in Employee's aspiration with the growth of ONGC will boost Work-Life Balance by 23.2%.
12.7.3 WHETHER EMPLOYEES (ONGC) ARE ABLE TO BALANCE THEIR WORK AND FAMILY LIFE AND WHAT MEANS DO THEY ADOPT TO HAVE PROPER WORK LIFE BALANCE?

Hypothesis 3:

$H_0$: There is imbalance between work and family life of the employees of ONGC.

It was observed that most of the employees were happy and worked sincerely. Table 7.1 shows that there were 56% employees having the responsibilities of their dependents out of which 30% have to take care of their dependent adults, 21% having older family members, 2% and 3% were taking care of their disabled dependents. However, 44% were living their life independently including 5% (Figure 4.28) being unmarried and 39% in the age group of 50-60 years and had free from their family responsibilities. However, table 7.1 shows that 54% of the Employees who were having the responsibilities to take care of their dependents admitted that 11% have less than 2 hours to spend with them, 19% spends 2-3 hours, 15% Employees spends 3-4 hours, 6% employees could manage to spend 4-5 hours with their dependents and only 5% were agreed that they spend more than 5 hours with their dependents. Table 7.4 shows that there were 38% Employees who perceived that they feel no stress while balancing work Life and Family Life whereas 18% were neutral. However, there were 44% employees who felt stressed to balance Work-Life (Table 7.4 & Figure 7.3) and manages their work stress by way of Yoga, Meditation, and Entertainment etc. and even combination of one over the other. Table 7.4 shows that there were 77% Employees who releases their stress through Entertainment and 24% go for shopping. However, 16% and 22% managing their stress through Yoga and Meditation respectively whereas 2% and 10% go for dancing and reading books for relaxation.

Additional work provisions leads to promote employees work-life balance and ONGC is committed to provide numbers of additional work provisions, Figure 7.4 reveals that 85% having telephone facilities for their personal use, 47% Employees having transport
facilities to pick and drop who were working on shifts or otherwise as per the operational / field requirements. Moreover, Mentoring to employees has been introduced in the organization and 9% of the respondents felt that they got the mentoring services, however, relocation facilities were also been considered as revealed by 13% respondents. 71% of the respondents believed that ONGC organizes Health Programs whereas Figure 7.6 reveals that 99% of the respondents felt that they have periodical medical health check-ups and as observed the remaining 1% of the respondents falls under the new joining and stands due after 5 years of their joining, and 5% respondents felt that there were Parenting or family support programs. However, as revealed in Figure 7.5, there were only 30% respondents who believed that ONGC involves Employee’s Family Members in Work-Achievement functions.

However, there is a need for a supportive system to address the work-life conflicts, as there was a mixed response regarding the same 81% of the respondents were of the opinion that ONGC supported its employees to promote better work-life balance, however, 8% of the respondents did not agree with this statement and 11% were neutral (Table 7.5). The Table 7.5 reveals that 81% Employees believed that ONGC supports employees for reducing Work-Life Conflicts, however, 64% of employees wished to have a separate customized policy for work-life balance for individual needs as revealed in the Table 7.6.

Since exploration and production of oil and gas involves activities that are continuous in nature, the work force, right from the staff level to senior engineers/ managers are engaged 24x7 in some of the departments (like Drilling & Cementing Services, Well Logging Services, Well Stimulation Services, Well Services, Fire Safety Services, Security Services, and even monitoring the Health, Safety and Environment to cope with and maintain the quality standards under ISO 9001:2008, ISO 14001:2004, and ISO 18001:2007), and they felt that whenever there is a call during odd hours, it gave them
an impression that it is a call from work (Singh, 2013). It is observed that most of the field going employees said that even during holidays, they were unable to mentally disconnect from work, and often worried about work. While discussing this issue, the respondents said that they had to chalk-out plans for the next operation which they were supposed to carry out; they had to oversee what is going on at the drilling site; it is important to line up the responsibilities for the successive departments, and so on. Hence, mentally also, they had to plan their future course of work (Singh, 2013).

However, during interview with ONGC’s employees, it is felt that there were number of relationships with their work and family life and one of the important determinants to balance the Work-Life was their mutual adjustment to avoid work-life conflicts and Table 7.2 reveals that 90% of ONGC employees think that if we have good Work-Life balance, the ONGC would be more prosperous in terms of its achievements (Figure 7.1) whereas 94% of ONGC employees generally feel that they were able to balance their Work and Family Life as reflected in Table 7.3 & Figure 7.2.

The findings of this study shows that in general, the employees at ONGC had a good work-Life balance, but a lot more needs to be done in line with the present scenario of globalization, as now, organization have realized the importance of work-life balance, and as per the National Exploration and Licensing Policy of India (NELP), the organizations which offer a suitable environment that is conducive for work-life balance will be able to grab the talent and will be able to retain the employees. The present study also suggests that there is a need to have customized work-life balance policy considering the age group of the present working force (Singh, 2013).

Pearson Correlation was run to determine the relationship between Employees discuss the importance of work priorities with family and adjust family life, Employees takes leave from work to fulfill family priorities, Employees feeling tired at work being busy at home, Employees personal life takes time which otherwise had to spent at work, Employees family life interferes with responsibilities at work,
Employee takes care of dependents, and Employee spend time with dependent with the employees perceptions towards good balance between work and personal life and all eleven hindrance and data showed, there was a strong, positive correlation between hindrance to balance work-life being frequent travelling from home and employees personnel issues, which was statistically significant ($r=.561$, $n=612$, $p<.0005$) and there was a strong, negative correlation between employee takes care of dependents and time spent with them, which was statistically significant ($r=-.752$, $n=612$, $p<.0005$), and there was a strong, negative correlation between employees used to keep work as priority and adjusting family, which was statistically significant ($r=-.797$, $n=612$, $p<.0005$).

Study shows that there are positive correlation exists with various individual factors related to employees' and concerning Work-Life Balance. Hence the Null Hypothesis: “H0s: There are imbalance between work and family life of the employees of ONGC” is rejected.

12.7.4 WHETHER QUALITY WORK LIFE CONDITIONS WOULD HAVE IMPACT ON EMPLOYEES' FAMILY RELATIONS?

Hypothesis 4:

H04: There is no significant correlation between Quality work-life conditions impacting employee’s family relations to have Work-Life Balance.

A Pearson correlation coefficient was conducted to evaluate the null hypotheses “H04: There is no significant correlation between Quality work-life conditions impacting employee’s family relations to have Work-Life Balance” ($N=612$). To evaluate this hypothesis, the first parameter of table 8.1 concerning Quality work life conditions impacts on ONGC employee’s family relations was preliminary analyzed and as showed that there were no violation in the assumptions of normality, linearity, or homoscedasticity (Figure 8.1: Scatterplot, Figure 8.2: Histogram; Impact of Quality Work Life Conditions on Family Relations, Figure 8.3: Histograms; Employees Work-Life Balance,
Table 8.2 (b): Descriptive Statistics, Table 8.2(c): Tests of Normality and Table 8.3: Pearson Correlation). There was no significant evidence to reject the null hypothesis and conclude that there was a week but negative association between Quality Work-Life Condition that Impacts to the family relation of ONGC’s Employees (M=3.46, SD=1.007) and having good work-life balance (M=4.00, SD=0.504) Table 8.2(a), Pearson r (612) = (-) 0.067, p>0.01 (Table 8.3). The Sig (2-Tailed) value is 0.100 >0.01, it concludes that there is no significant correlations between Quality Work-Life Condition and null hypothesis H04 cannot be rejected as the variables are unrelated.

This chapter is related to find out the Impact of Quality work Life condition towards employee’s family relations and Work-Life Balance. Researcher found that the correlation between these two variables has no significant relation and null hypothesis “H04: There is no significant correlation between Quality work-life conditions impacting employee’s family relations to have Work-Life Balance” cannot be rejected.
12.8 SUGGESTIONS

- Since, activities performed for exploration and production of Oil & Gas are collective and linked with various departments within ONGC, the effective inter communication between departments may enhance the work culture and reduce work stress as last movement rush to manage men & materials creates lots of exercise which leads to stress and wastage of time which otherwise may be utilized for other fruitful purposes.

- Deficit manpower especially at staff level creating stress among officers working in fields, needful outsourcing of services may lead to reduce the stress level and subsequently increase to promote employees work-Life balance.

- Level of approval of Performance appraisal may be reviewed and may be restricted to Asset level irrespective of employees' level (except the officers working in key positions). This may encourage and motivate the working officers (as unknowingly down grade of their PAR rating at accepting level) to eliminate the feeling of individual officer that why the accepting officer had downgraded their PAR rating against the rating of controlling and Reviewing officer whereas he/she is not personally known to my working. This may be considered as a motivational factors among the senior officers who are engaged with ground reality facing present scenario to cope operational activities.

- MOU with GOI with desired targets are the main objectives of ONGC and meeting these targets are the ultimate goal of various departments collectively. Administratively it's true, however being functioning of different departments, each department is dependent upon one over the other. Transparency in functional area and clarity in communication would enhance interpersonal relations between the departments which needs to be addressed to improve work life balance.

- In-spite of having good work-life balance among the employees of ONGC, there is a need to have Employee friendly atmosphere at work place.
• Assigning right job to right person is one another parameter to enhance work-life balance

• Lots of challenging and exciting job responsibilities are there in ONGC, however being having limited resources of men and materials creates work stress among the employees. Proper human resource planning, replacement of equipment which outlived the normal service life is the need of the day.

• ONGC works on clear and transparent directives of the management, however there is a need for its effective implementation at down the line.

• Constructive evaluation of employees must be adhere to prevent brain drain.

• Definition of corruption should not always means to money, non performing employees, and irregularities in their presence on duty may also be covered in this category. This may boost the morality of employees who are sincere and dedicated to their responsibilities and it would work for improving Work-life balance.

• Office politics within the peers must be avoided to enhance Work-life balance.

• Over expectation from employees who are sincere and dedicated may affect Work-life balance. Proper distribution of work assignments must be adhere.

• There are well defined policies and instructions within ONGC for its effective implementation, however, there is a scope to have standardize practices between Works Centre of entire ONGC related to employee’s personal claims. The clear instructions while applying at individual level may eliminate the delays in approval and reduce unrest among the employees.

• Provision of Food stations within campus may enhance Work-life balance especially for ONGC’s remote working locations where availability of quality food is a question.
• There are well-behaved cultural environments within ONGC, however, there is a scope to improve further considering the recruitment of female employees especially in technical fields.

• If engineers, especially the young engineers, being encouraged to spend at least 10% of time on ideas of their own at work place it may not only boost their thought process but also encourage them for effective participation in decision making.

• Basic legal advice on personal life issues at ONGC’s Legal Section of respective work Centre may be looked into to enhance the confidence of the affected employee (if he/she wish so) which would ultimately reduce employee’s stress level.

• There is need to have customized welfare measures to keep present age group of employees.

• ‘Relaxation Leaves’ at least for 8 days may introduce for employees who are in the age bracket of 50-60 years in lieu of Maternity/paternity leaves as there is no concern of these leaves in this age group.

• Promote Family engagement programs may enhance Work-life balance.

• Yoga classes and meditation arrangements and even stress management programs are being conducted at various work Centre of ONGC, however regular provision at ONGC’s Club may be another option to encourage employees to join and take advantage of it on regular basis.

• Provision of compensatory duty off in lieu of extra field duties, that too after office duty of employees, to meet the family priorities which leads to Work-life balance.

• Employees must prepare to-do list concerning work schedule and prioritize with their family priorities to enhance balancing Work-Life.

The future is unconventional and there are numerous opportunities for a fulfilling career. But remember, if you are neither happy at work nor happy at home, it does not matter if you have accomplished everything on the “to do” list. You may not be successful in life, and is that not what it is all about? (Valerie Jochen, 2012). However, Naithani P. (2010) revealed that
“Employees who achieve improved work-life balance with the assistance of the policies implemented by the employing organization tend to be more productive as their work engagement enhances”.

12.9 SCOPE OF FURTHER RESEARCH

- The study would help to improve the existing programmes, and practices for effective implementation of Work-life balance policies within ONGC.

- The study would help the management of ONGC for framing up core issues related to Work-life balance and elimination of unwanted issues causing hindrances to balance work-life of employees.

- Comprehensive study considering each factors of quality work life conditions affecting Work-life balance can be undertaken.

- Comparative study with other Public Sector undertaking dealing with Exploration & Production of Oil and Gas can be undertaken.

- The study would help to reduce the stress level of the employees of ONGC.

- The comprehensive study for effective implementation of Work-life balance can be undertaken considering with respective age group of employees.

- The study can also be replicated to other public sector undertaking.
REFERENCES


Guide to Motivating Employees, developed by the Department of Human Resources, University of Colorado Boulder, updated July 2012 pg. 05


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