

Unit-4

Organizational Culture and Quality of Life Work

4.2.11 Work Life Balance:

In the modern era of 21st century, Work-life Balance is an issue of prime importance in today's working scenario for professionals who struggle to prioritize their personal and professional lives. This change in the overall work environment has impacted organizations in turn and how they manage their daily operations. Employee's expectations and behaviour towards work and home responsibilities have also changed. These changes have forced organizations to implement better working conditions and other benefits and policies to allow employees to manage a healthy work-life balance.

The performance of any organization depends on its employees, which in turn depends on numerous other factors. They can be work related or family related or personal. How people manage different aspects of their lives helps to achieve a work-life balance. A major portion of an individual is spent at the work. Any problem either at work place or at personal life will definitely affect the balance and thus it is very much essential that both are maintained well. In this influx of globalization, organizations feel the heat in the form of competition to perform better or fulfill the promises made to the customers in time to survive the business. This heat to a large extent percolates down to the employees, putting pressure on them to show up at work places, leading to very high stressful situation. In this process lot of demands pile up from the personal side of the life which is equally important for the employees, which they cannot afford to ignore. Balancing professional and personal life, better productivity and a harmonious life have become challenging. Work life balance can be defined as the perfect integration between work and life both not interfering with each other.

In this chapter enlighten on the concept of work-life balance, including definitions, concepts, and its significance in organizational as well as individual goal attainment. The significance of the work-life-balance of an employee and tries to provide some solutions to this contemporary global crisis which demands greater stability in the corporate world. It also reflects on the factors influencing work-life balance and on the solutions entailing wider scope for employers and employees to

relate the same and attain optimum results and satisfaction in their lives. This could appropriately be understood as the harmony between office and personal life.

4.2.11. 1 Need for Work Life Balance:

The work-life balance looks different to everyone, being on-call every evening and weekend for years is not sustainable. It is essential for the balance between personal as well as organizational life i.e. balance between home and in the office work. The outcomes of imperfect work-life balance faced in the day-to-day life are:

1. Stress: employees must be ever performing and ever learning to adapt themselves to the dynamic market conditions. Adding to this is the constant pressure from the superiors to meet the targets. Thus, employees have no other choice, but to sacrifice their personal space. The entire process is creating stress on the employees which are the root cause for many other problems.

2. Physical problem: The numbers of employees suffering from physical ailments like hypertension, diabetes, heart attacks have grown considerably in the past. Women employees are the worst affected due to the long and stressful working hours and are facing severe gynecological problems like cancer and abortions, etc.,

3. Relational problems: since employees are spending more time at work rather than at home, spouses, parents, children are no longer given the time they deserve.

4. Hangover: working for longer hours at the office, increases employee interaction. The employees tend to stay in their professional world (mentally) though they are at home. The effect of professional anger is carried to home.

5. Unethical practices: to handle the stress, the employees tend to adopt Unethical practices like boozing, smoking, drugs, improper relation etc. Also there are chances that the employee may resort to unfair means to get their work done ultimately by hook or crook.

6. Disturbed families: the worst hit is the family members of the employees. Fighting with the target achievement may sometimes result in neglecting the family. The number of broken family has gone up drastically.

7. Decreased performance: employees in the organization are never at peace. When they are at work place issues at home are a concern and vice-versa. Unknowingly, the employees get into a frustration and cannot give their best to their profession.

8. Changing Work Culture. There is a shift in the organizational work culture. Today's work culture provides flexible work hours, focus on results and recognition of achievements. This has made the workplace even more competitive as employees are always expected to give their best. It also seems that with globalization, organizations are working 365 days, 24 hours and 7 days a week irrespective of the time zones. Even the technology has added to the speed of work but the workload remains the same.

It is stated that the work-life balance helps to lead to higher productivity, lower absenteeism, and improved physical and mental health with a higher commitment as well as motivation to work. It is also understood that, maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance.

4.2.11. 2 Role of HRM in Achieving Work-Life Balance:

It is first priority should be to make the business organization to promote employee work-life balance. The HR department should assist the employee to maintain a Work-Life Balance. The HR manager must carefully identify the issues and find a solution with the cooperation of the employer. The organizations must include providing Work-Life Balance as an HR policy. Some of the decisions which HR can help in are:

- Planning the work
- Providing a Flexi approach towards work
- Job analysis specifications/ descriptions
- Being empathetic towards the employees
- Providing space for the personal lives of the employees
- Family get-together's at the work place
- Conduct frequent training programs
- Effective communication system
- Organizational culture
- Worker's participation in management

Human resources management led to business organization into fostering a workplace culture, which encourages a work-life balance for employees. Moreover, HR managers need to examine situation, think about what employees value, manage other people's expectations, care employees health, learning approach, effective fun

plan for employees' personal time etc., in this way HR managers can achieve Work-Life Balance. Thus, the Human Resource Managers have played a significance role in work life balance.

4.2.11. 3 Steps to achieve Work-Life Balance:

Two main issues in Work-Life Balance are Time and Stress. An individual who maintains time and stress perfectly will have a perfect Work-Life Balance. Time and stress are interrelated in a sense that one is the outcome of mismanagement of the other. If the activities of an employer are not planned properly, he runs out of time and pressure builds up leading to stress—the instrumental factor disturbing the balance between professional and personal life.

Time management +Stress management = Work-Life Balance

A. Tips for Time management:

- Proper planning
- SWOT Analysis
- Expert advice
- Reminders
- Motivators
- Self-motivation

B. Tips for Stress management:

- Take it easy
- Try to get solution instead of brooding over the problem
- Accept the fact and stop the blame game
- Boost yourself
- Enjoy your work

In this way, we can achieve and maintain balance between work and personal life is essential to combat stress, which is ensures both individual success and the success of organization. In addition to improving performance, employees place a high value on balance between work and personal life. Hence, business organization should take initiatives for the work life balance, which is a part of their culture as well as business organization able to better attract better human resources.

Thus, it is understood that, the work-life balance is an issue of great importance that has to be addressed by the organizations at the earliest. After all the employees are the greatest asset and the organization performance is affected by employee

performance. The Organization Authorities, Human Resource Manager and employees are responsible for the attain Work-life balance, which makes the organization the happiest place to work in. In spite of higher salaries and other monetary and non monetary benefits, a comfortable working environment, less work load and organizations taking care of employees. Instead of this numerous factors are affect the performance of an employee achieving balance in work and familial life. Balance between professional and personal life improves performance at work and also helps in getting the job satisfaction. It will create positive work environment as well as organization culture.

4.2.12 Hybrid Work Culture:

Hybrid work culture is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work wherever and however they are most productive. A hybrid work culture allows employees to work on site while other work from different location e.g. at home or anywhere else. It is vital to create inclusive practices to reach as many people as possible for higher involvement and a smoother workflow. Hybrid work is not just a physical location issue. It is about the place, time, and tasks. When considering the future of work, location shouldn't be leaders' main focus anymore.

The hybrid workplace is a concept on the lips of every industry trend in the world today. It seems that the digitalization becoming more normalized across every sphere in the global village. Every workplace needs to maximize and transcend obstacles and innovations to ease into the hybrid workplace. It is noted that, the COVID-19 pandemic brought a wave for an increased need for a hybrid workplace. Although some countries have relaxed the lockdown in their states, businesses are taking their time to set up a more formidable work arrangement. Many are already operating the hybrid system while others are running fully remote. The pandemic has taught the work a lesson of preparation and planning. Beyond that is also the lesson of flexibility and adaptability in the workplace. In prioritizing the future of work, there is the need to embrace the hybrid workplace model. Indeed, the future of work would likely be the hybrid workplace model.

According to Gartner: it has defined as “employees have more options for when, where and how to collaborate in hybrid work environments, but organizations and their leaders have to intentionally create those opportunities”.

In other word it can be defined as an arrangement where “employees are free to work either from the office or remotely. They can utilize both options considering all the different factors at play, as per their needs and the needs of their organization. In a hybrid work model, workers have more flexibility and can do their work wherever they are most productive.”

4.2.12.1 Gartner Approaches to Hybrid Work Culture:

Gartner has identified four work modes that teams should intentionally leverage as they move into the hybrid environment. This approach yields four work modes that organizations must invest equally in if they are to succeed in the hybrid environment:

1. **Working together, together:** When teams are collocated, contributing to meetings in a shared space.
2. **Working together, apart:** When teams are distributed, but participating in virtual meetings.
3. **Working alone, together:** When teams are in shared spaces, but not working at the same time.
4. **Working alone, apart:** When teams are distributed, and individuals are conducting deep focus work.

Flow Chart: Gartner Approaches to Hybrid Work Culture

Collocated	Working Together, together	Working Alone, together
Distributed	Working Together, Apart	Working Alone, Apart
	Synchronous Work	Asynchronous Work

(Sources: *Gartner.com, <https://www.gartner.com/smarterwithgartner/4-modes-of-collaboration-are-key-to-success-in-hybrid-work>)

From the above flow chart it is stated that teams are collocated, contributing to meetings in a shared space and teams are distributed, but participating in virtual meetings. Therefore, teams are in shared spaces, but not working at the same time and it's distributed, and individuals are conducting deep focus work. Furthermore, it's relevant to create opportunities to optimize human cooperation and mental well-being. Without developing these habits, it's easy to lose the bonds and human connections that make teams thrive. It is proven that people who interact with their coworkers closely experience stronger work bonds and higher levels of productivity. Overall, the well-being of employees improves. It is also found that, the 39% of workers currently work from home at least several times a week, followed by 71% of employees rate their companies as very well or reasonably well prepared, 83% of professionals working from home are very or somewhat satisfied, 68% of employees consider working from home to be possible (*Source: Bidt-Bavarian Research Institute for Digital Transformation: Representative short survey*).

4.2.12.2 Advantages of Hybrid Work Culture:

The hybrid work culture has more advantages in any business organization. The advantages to a hybrid work culture include improved work-life balance, more efficient use of time, control over work hours and work location, more opportunities for continuous learning, improved collaboration and work relationships, and better outcomes for employees' mental health, increased productivity and employee satisfaction. Hence, herewith classify advantages in point of view of employees and employers as follows,

- **Advantages in Point of View Employees:**

1. It is easier to organize your everyday life.
2. Working hours can be kept more flexible.
3. No more commuting means more time in the day.

- **Advantages in Point of View Employers:**

1. Can offer flexibility and empower employees to work to their strengths, which in turn boosts productivity for the employer
2. Reduces costs and ecological footprint
3. Can be a positive alternative to completing deep-focus tasks in the office, teams can find a good balance of creativity and collaboration

Thus, it is understood that the flexibility offered by hybrid work culture is unparalleled, its have more benefits to work life balance. However, creating a successful hybrid workplace that fosters collaboration, productivity, and growth will require some careful preparation and planning as businesses continue to evolve and adapt to the uncertainties of today and tomorrow.

4.2.12.3 Challenges of Hybrid Work Culture:

The hybrid work culture has some challenges as include having the right tools to be effective at work, feeling less connected to the organization's culture, impaired collaboration and relationships, and disrupted work processes. Hybrid work is creating a need for better coordination of resources, both at home and on-site. Let's look at the most common challenges of hybrid working culture and consider how employees and employers can work together to get over these hurdles. The challenges are point out with consideration of employees and employer views as follows,

- **Challenges in Point of View Employees:**

1. A lack of protocols can cause confusion for some employees, due to an absence of clear structures.
2. Employees who enjoy interacting with colleagues could feel isolated.
3. A decrease in the direct presence of the employer means greater individual responsibility, which in turn can lead to more pressure.

- **Challenges in Point of View Employers:**

1. Define and communicate a Hybrid Working Policy.
2. Mapping employees needs.
3. Setting up a system of digital collaboration tools easy to use and that reaches everybody.

Thus, it is understand that, the success of any hybrid workforce is contingent on building relationships, defining hybrid work policies, maintaining a remote-compatible culture, securing buy-in from leadership, and keeping teams securely connected whether at home or in the business organization. It seems that the hybrid work culture is growing in popularity as people look to balance the advantages of work life balance. The success of any hybrid workforce is contingent on building relationships, defining hybrid work policies, maintaining a remote-compatible culture, securing buy-in from leadership, and keeping teams securely connected whether at home or in the business organization. The hybrid work culture have some challenges

but also due to flexibility of work, work life balance and efficient use of time, control over work hours and work location, more opportunities for continuous learning, improved collaboration and work relationships etc., increase productivity and efficiency of business organization.

4.2.12.4 Steps to Effectively Implement Hybrid Work Culture:

The hybrid working culture comprises a mixture of remote and in-office work to provide support and flexibility to employees. The hybrid workforce is those who divide their working hours between their office and home. They work in the office for collaborative work and stay home to execute the planned tasks. These employees get the freedom to choose when they want to work. This flexibility of working makes the hybrid working culture enticing to both employers and employees. However, it is need to follows some steps to effectively Implement Hybrid Work Culture, which is point out as follows,

1. Ensure that they are familiar with organizational policies and procedures.
2. Think about the design of jobs and the structure of weekly or daily tasks. Reflect on what needs to change in terms of systems, processes or activities to support hybrid work.
3. Encourage team members to think about where and when they are most productive and tailor their working days and time accordingly.
4. Provide clarity to the team on their level of autonomy relating to hybrid working.
5. Talk to individuals about their working styles and preferences relating to remote and hybrid work.
6. Encourage workers to disconnect meaningfully when working remotely, taking proper breaks and managing their digital wellbeing.
7. Manage individuals' workload effectively through agreeing realistic objectives, providing constructive feedback and joint problem solving to resolve issues which might cause people stress or to work excessive hours.
8. Be clear about their own availability and hybrid working schedule, including when and how to schedule time with them.
9. Encourage social connections between the team to support effective relationships.
10. Share team working patterns to provide clarity on who is working where and when.

Thus, it is described that, the hybrid working at scale is a largely new and untested concept. The hybrid working will be quickly learned, and organisations should be prepared to adapt their approach. It means flexibility and adaptability in the workplace. Finally, it is stated that the organisations should be mindful that hybrid working is just one form of flexible working: workers often also desire time flexibility, and benefits can also be realised by providing this, both for workers and the organisation itself. Hence, hybrid work culture can provide a framework that makes managing people and spaces easier, leaders must create rules to foster a strong working culture that attracts and retains the best employees.

Exercise:

Long Questions:

1. Define work life balance and discuss the Need of work life balance?
2. Discuss the role of HR in achieving Work-Life Balance and State Steps to achieve Work-Life Balance.
3. What is Hybrid work Culture? Explain advantages and challenges of hybrid work culture.

Short Questions:

1. Work Life Balance
2. Hybrid Work Culture