A Study on The Impact of Work-Life balance Initiatives on Counter Productive Work Behaviors

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Abstract- *This paper represents a novel design and control architecture of the continuous stirred tank reactor (CSTR) based on its mathematical equivalent modeling of the physical system. The plant is formed analytically for the normal operating condition of CSTR. Then the transfer function model is obtained from the process. The analysis is made for the given process for the design of controller with Convectional PID (trial and error method), Ziegler Nichols method, Fuzzy logic method and Model Reference Adaptive method. The simulation is done using MATLAB software and the output of above four different methods was compared so that the Model Reference Adaptive Controller has given better result. This thesis also compares the various time domain specifications of different controllers.*

I. INTRODUCTION

ABOUT THE TOPIC:

In today's fast-paced and competitive work environment, achieving a balance between work and personal life has become increasingly crucial for both employees and organizations. Work-life balance initiatives, such as flexible working hours, telecommuting options, and wellness programs, have emerged as strategies to support employees in managing their professional responsibilities alongside personal commitments. However, understanding the effectiveness of these initiatives in mitigating counterproductive work behaviours (CWBs) remains a pressing research concern.

CWBs, ranging from absenteeism and lateness to workplace deviance and sabotage, can have detrimental effects on organizational performance and employee well-being. Thus, a comprehensive study exploring the impact of work-life balance initiatives on CWBs is essential to inform organizational policies and practices. By investigating the relationships between these variables, this study aims to provide valuable insights into how organizations can optimize their work-life balance initiatives to foster a positive work culture.

II. REVIEWOF LITERATURE

According to Akkani, Oladejo & Oduran (2018), work-life balance significantly predicts CWB, consistent with prior research. Employees with low work achievement and life meaningfulness tend to exhibit CWB, while job insecurity, particularly feelings of powerlessness and perceived threat of job loss, also predicts CWB. The decline in job security in Nigerian manufacturing companies is highlighted, potentially leading to downsizing and employee engagement in CWB as a coping mechanism. Recommendations include developing policies to improve work-life balance, revisiting organizational policies that may contribute to job insecurity, and implementing training programs to address perceptual processes and psychological adjustment.

According to Alexandra Beauregard (2014), Understanding predictors of counterproductive work behaviour (CWB) is crucial for organizations due to its detrimental effects. This study underscores the importance of transparent communication about work-life balance (WLB) initiatives to mitigate CWB. Establishing clear policies on the availability and allocation of WLB initiatives, tailored to organizational needs and culture, is essential. Training for managers to ensure fair application of these policies is vital. Overall, fostering a supportive environment and implementing proactive measures are crucial in mitigating CWB and promoting employee well-being.

According to Ting Ying Tan (2018), There is a strong correlation between good work-life balance (WLB) and reduced likelihood of displaying counterproductive work behaviour (CWB), as well as lower turnover intention among participants. This underscores the significance of prioritizing WLB initiatives within organizations. The study offers valuable insights for organizations seeking to enhance existing WLB programs or develop new ones, as addressing workforce concerns regarding WLB is crucial. By fostering WLB among employees, organizations can expect increased support and commitment from their workforce, ultimately leading to improved productivity and performance levels.

According to Chirumbolo (2015), job insecurity is associated with increased CWB and negative attitudes towards

the organization. The study involved 203 workers who completed a self-reported questionnaire. Results indicate a positive correlation between job insecurity and CWB. Even after controlling for demographic factors and other personality traits, individuals with low Honesty- Humility demonstrated a stronger positive association between job insecurity and CWB, whereas for those with high Honesty-Humility, job insecurity was not significantly related to CWB.

According to Bruursema and Kessler (2011), Boredom proneness encompasses external and internal stimulation factors. Given the links between external stimulation boredom proneness (BP-ext), anger, and CWB, the study hypothesized that examining BP-ext could shed light on CWB motives. Alongside the existing categories of CWB, a new category, horseplay, was included. Utilizing data from 211 participants, the study found significant relationships between BP-ext, job boredom, and various CWB types. Moreover, boredom proneness moderated the link between job boredom and certain CWB types, emphasizing the importance of understanding boredom in developing CWB prevention strategies.

III. NEED FOR THE STUDY

By understanding how work-life balance initiatives influence counterproductive work behaviours, the study aims to offer insights that can enhance organizational performance and employee well-being. Given the significant impact of CWBs on productivity, employee morale, and organizational costs, it is imperative to identify effective strategies for mitigating these behaviours. Furthermore, the study addresses a research gap by focusing specifically on the relationship between work-life balance initiatives and CWBs, thus contributing to both theoretical knowledge and practical applications in the field of organizational behaviour and human resource management.

IV. SCOPE OF THE STUDY

The Scope is limited to working professionals who have access to basic internet facility. The period of study is expected to be of 1 month. I aim to come in contact with at least 50 volunteers who would be expected to contribute to the study by completing a short questionnaire to evaluate results pertaining to the study.

V. RESEARCH OBJECTIVE

OBJECTIVES OF THE STUDY:

- To examine the prevalence and types of work-life balance initiatives implemented in organizations.
- To investigate the relationship between work-life balance initiatives and counterproductive work behaviours.
- To assess the effectiveness of work-life balance initiatives in mitigating counterproductive work behaviours.

VI. RESEARCH METHODOLOGY

1. TYPE OF RESEARCH:

Descriptive Study - Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon studied. This methodology focuses more on the "what" of the research subject than the "why" of the research subject.

2. RESEARCH APPROACH:

The research approach used is quantitative approach. Quantitative research is the process of collecting and analysing numerical data. It can be used to find patterns and averages, make predictions, test causal relationships, and generalize results to wider populations. By using the quantitative approach, we can collect reliable data which will provide wider scope for data analysis and reduce bias.

3. SOURCES OF DATA:

The source of data used is sample survey. A sample survey is a method for collecting data from or about the members of a population so that inferences about the entire population can be obtained from a subset, or sample, of the population members.

4. SAMPLING PLAN:

Population and sampling unit: The target population are working professionals who have access to basic internet facility.

Sample Size: The sample size is 50 respondents with a mix of genders, ages and designations.

Samling Procedure: Probability sampling is the type of sampling selecting. We have used simple random sampling technique where every item in the population has an even chance and likelihood of being selected in the sample. Here the selection of items entirely depends on luck or probability.

5. DATA COLLECTION

Mode of Data Collection: The data was collected through a sample survey circulated digitally for the ease of distribution. Data collection Instrument: Google Forms circulated through WhatsApp.

Tools and techniques used for analysis: Google Forms and Microsoft Excel will be used to analyse and interpret the data.

VI. DATA ANALYSIS AND INTERPRETATION

Frequency Table and Percentage Analysis Demographics:

Table 1 – Gender: Table showing the gender of the respondents

Gender	Number of Respondents	Percentage
Male	36	67.9
Female	17	32.1
Prefer not to say	0	0
Total	53	100

Gender:
53 responses
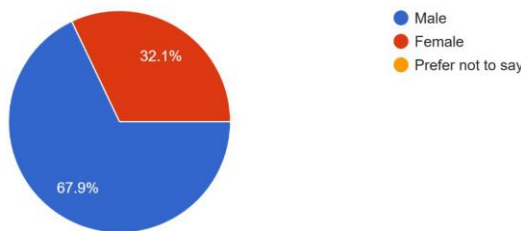
Table 2 – Age: Table showing the age of the respondents

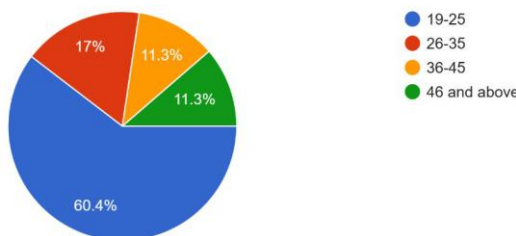| Age	Number of Respondents	Percentage
19-25	32	60.4
26-35	9	17
36-45	6	11.3
46 & above	6	11.3
Total	53	100

Age:
53 responses

Table 3 – Which of the following work-life balance initiatives does your organization offer?

Initiative Offered	Number of Respondents	Percentage
Flexible Working Hours	32	60.4
Remote Work	29	54.7
Compressed Workweek	6	11.3
Paid Time Off	35	66
On Site Childcare	6	11.3
Employee Assistance Programmes	16	30.2
Financial Planning & Educational Assistance	12	22.6

Which of the following work-life balance initiatives does your organization offer? (Please select all that apply)
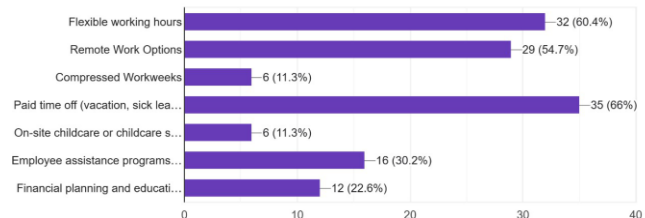53 responses

Table 5 – Frequency of utilizing available work-life balance initiatives

Frequency of utilizing initiatives (Scale of 1-5)	Number of Respondents	Percentage
1	2	3.8
2	3	5.7
3	26	49.1
4	11	20.8
5	11	20.8
Total	53	100

How frequently do you utilize the available work-life balance initiatives?
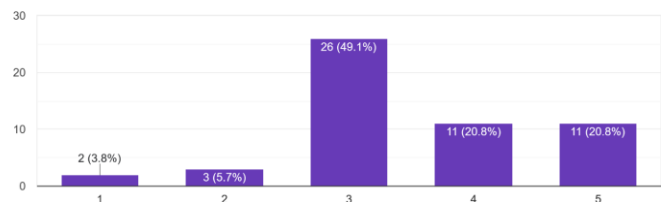53 responses

Table 6 – Satisfaction with Work-Life balance initiatives offered by the organization

Satisfaction with initiatives (Scale of 1-5)	Number of Respondents	Percentage
1	1	1.9
2	3	5.7
3	20	37.7
4	17	32.1
5	12	22.6
Total	53	100

Overall, how satisfied are you with the work-life balance initiatives offered by your organization?
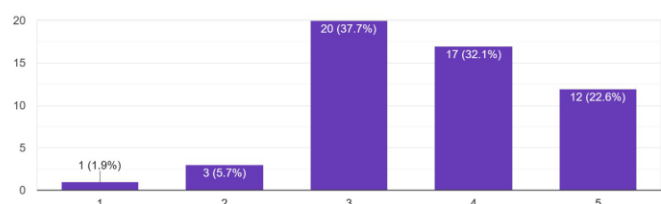53 responses

Table 7 – Extent of encouragement and support from Organisation to use work- life balance initiatives

Extent of Encouragement & Support	Number of Respondents	Percentage
Not at all	1	1.9
Barely	5	9.4
To some extent	27	50.9
To a large extent	19	35.8
To a very large extent	1	1.9
Total	53	100

To what extent does your organization encourage and support the use of work-life balance initiatives
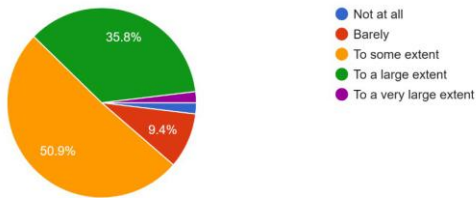53 responses

Table 8 – Whether Work Life Balance initiatives improve Work Life Balance

Improvement of Work Life Balance	Number of Respondents	Percentage
Yes	44	83
No	2	3.8
Unsure	7	13.2
Total	53	100

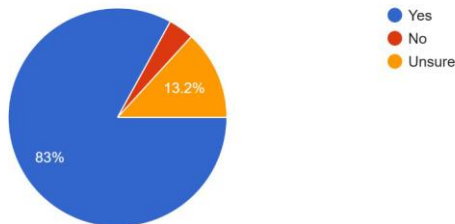Do you believe the work-life balance initiatives improve your work-life balance?
53 responses

Table 9 – Engagement in Counterproductive Work Behaviours

Frequency of Counterproductive Work Behaviour	Procrastination	Absenteeism	Taking Extended Breaks/ Leaving Early	Gossiping	Cyberloafing
Never	12	26	32	27	24
Rarely	11	17	8	20	11
Sometimes	23	9	10	6	12
Often	6	1	1	0	4
Very Often	1	0	2	0	2
Grand Total	53	53	53	53	53

To what extent do you engage in the following counterproductive work behaviors at work?
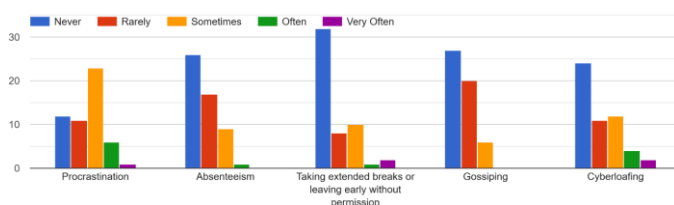

Table 10 – Reason for Counterproductive Work Behaviour

Frequency of Counterproductive Work Behavior	Overwhelming Work	Personal Life suffering due to work demands	Organisation not caring about Work Life Balance
Strongly Disagree	9	6	7
Somewhat Disagree	11	14	8
Neutral	17	17	16
Somewhat Agree	12	11	14
Strongly Agree	4	5	8
Grand Total	53	53	53

Please rate the extent to which you agree with the following statements:
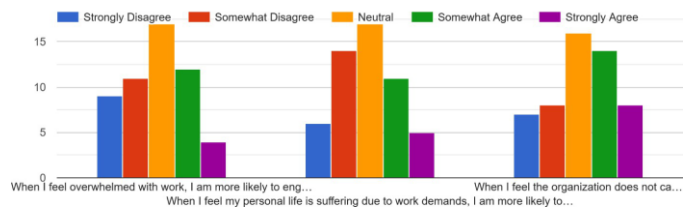

Table 11 – Whether Counterproductive Work Behaviour is influenced by Work Life Balance Initiatives

Impact	Number of Respondents	Percentage
Yes	17	32.1
No	21	39.6
Maybe	15	28.3
Total	53	100

Do you believe your engagement in counterproductive work behaviors has been influenced by the work-life balance initiatives offered by your organization?
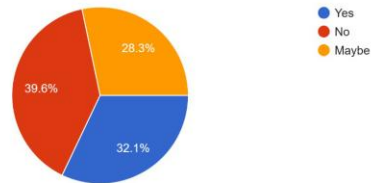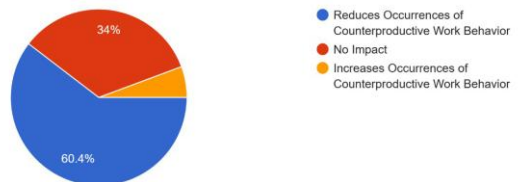53 responses

Table 12 – Whether availability of Work Life Balance Initiatives influence occurrence of Counterproductive Work Behaviour

Influence of WLB Initiatives on CWB	Number of Respondents	Percentage
Reduction	32	60.4
No Impact	18	34
Increase	3	5.7
Total	53	100

How do you think that the availability of work-life balance initiatives influences the occurrences of counterproductive work behaviors in your organization?
53 responses

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