

A Qualitative Study of Work-Family Balance Challenges and Their Impact on the Performance of Sales Promoters in the Smartphone Industry

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Abstract:

The objective of this research paper is to find out the work family challenges faced by the promoters of smartphone industry and how it effects on their performance. To conduct a study on the challenges faced by the employees in balancing life and job, 66 samples have been taken for study by using convenience sampling method. For collecting data structured questionnaire was used to collect primary data and filled up by the promoters directly. For calculating and analysing the data statistical software like JASP software has been used and statistical methods like independent sample t test and chi-square test have been used.

The result of this research is that all employees working in the smart phone industry as a promoter faces equal stress regardless of gender. Work life balance challenges is clearly has greater impact on the performance of promoters. However work family balance can improve the performance of employees in the organisation.

Keywords: Work life conflict, Work family balance challenges. family involvement, stress

Introduction

India as a populated country, job opportunities are less compare to the population leads to unemployment. Therefore the importance of work family balance can be seen rarely. Work family balance is managing the personal life as well as job life equally. It is hard to maintain perfect balance between job and family. Because of imbalance between work and family, the work family conflict arises.

The employees were considered as one of the factors of production only, which took great change in current situation still the stress, the facilities they should get like an asset in the organization is not actually fulfilled till now and the employees are also facing family stress, and involvement of family in job etc causes work family conflict among employees and the another word for this conflict is work family balance challenge.

There are several researches have done on work family balance and the reason behind this is the turnover of employees and stress among employees. The imbalance arises between job and family life creates stress among employees which ultimately leads to turnover of them or deterioration of their performance. The work family balance is not limited to physical work but the employees working in offices in front of screens also faces lots of mental stresses. Though Many researchers have developed the theories that helps

to manage the work and family, the concept of work family balance is still very new for some organisations and employees.

The era of job of women in kitchen only has gone. Nowadays female are not satisfied with their home but they want to do job for supporting the family and also have their goals and career. This changing trend has increased the number of working women in the country still the ratio of women in employment is less than male in India. According to the report of ministry of labour and employment in 2021 -2022 the female labour force participation in India has grown to 32.8%, still less compare to global level. Along with increasing numbers of female employment, work family becomes challengeable for married person specially for married women as they can't take any decision alone (Anita maharani, 2024) and they have to manage the children, the family and it becomes stressful for them to play multiple roles.

The promoters working in the smart phone industry are getting minimum basic salary and they get incentives against target achievement so it may create job demand among them to achieve target and that may effect their family time. It also becomes the reason of stress among them to manage the family and job.

The most effective factor of imbalance among employees is the working hours during festivals. They may not get time for the celebration with their family as the target quota remains high in those months. The leave approval during festival season gets minimized. It creates conflict among employees to manage the work and family.

Literature Review

Work life balance and work life conflict (work family balance challenges) are the concepts which are inter related with each other (Singh, 2014). A definition given by (JEFFREY H. GREENHAUS, 1985) "A form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect." Work family conflict is bi directional construct. (J. Reeves Wisley, October Novemeber 2005) (Nimitha Aboobaker, 2017) as the conflict can be arised from family to job or job to family.

Job or family may impact on each other. If it will not be managed adequately then work family conflict will arise and it will cause dis satisfaction among employees. Demand of work and pressure of it creates exhaustion among employees and they get less time for their family. (Guest, june 2002) Work family balance is a factor which can examine the ability of an individual to manage the different situations of life. If an employee has stress for a particular issue he can't be mentally involved in a family function, can't show love for his family.

The six- dimensional work life conflict model has been expressed by (Dawn S. Carlson, 2000) in his research, in which he has identified three constructs of work family conflict or family work conflict. Those are based on time, based on strain and based on behavior. Conflict arises due to the timing of job or overtime. The work load at home and at job increases at the same time or mental stress of target achievements, autonomy of job includes in strain-based conflict. Third one is behavior based, the behavior of superiors like managers, team leaders to the employee and the behavior of laws creates conflict between job and family.

High demand of family, high work pressure leads to increase mental stress among the employees and it reduces the productivity of employees (S.N., 2023). (Nimitha Aboobaker, 2017) has investigated that the work life conflict or family work conflict both have positive relation with turnover intention of employees.

The support of supervisors/team leaders helps to decrease the work family conflict or family work conflict among frontline employees (Osman M. Karatepe, 2007). If the supervisor understand the employees and the employee can share their problems of job and family and receives suggestions and supports from their supervisors, their problems of maintaining the work and family becomes easier.

Job satisfaction and work life balance are Inter dependent with each other If the employee has balanced work and life then the employee remain satisfied with his/her job (Anita maharani, 2024) but (J. Reeves Wisley, October Novemeber 2005)has proven in their study that work demand is more compare to family demand means the work interferes more in family compare to family interferes in work.

The work life balance is balancing the work and the rest of life according to the choice of individual. (Guest, june 2002) because the perception of every individual is different. Some wants to do work even though the job time is over while others can't give enough time to the family for the working hours and targets.

Sales promoters are also considered as frontline employees as they have to promote the product by personal selling method so they face customers directly. If the employee is properly balancing job and family he bows to perform and shows dedication to give customer satisfaction. (Yijiao Ye, 2024)

Work life balance comes to limelight after the world war II as there are several females have participated in the war, the government has provided the facilities to balance the work and family at that time after that also insurance policies, allownces have provided to the employees. (R. Baral, 2011).

The employees having friendly climate have better work family balance (Guest, june 2002) compare to the climate of strictly following the working hours and policies. There are several methods have been introduced by the organizations like family friendly policies such as (flexible working policies, alternative working management and leave policies), work family balance programmes and other leisure/ recreational activities. (Sanghamitra Chaudhuri, 2020; R. Baral, 2011)

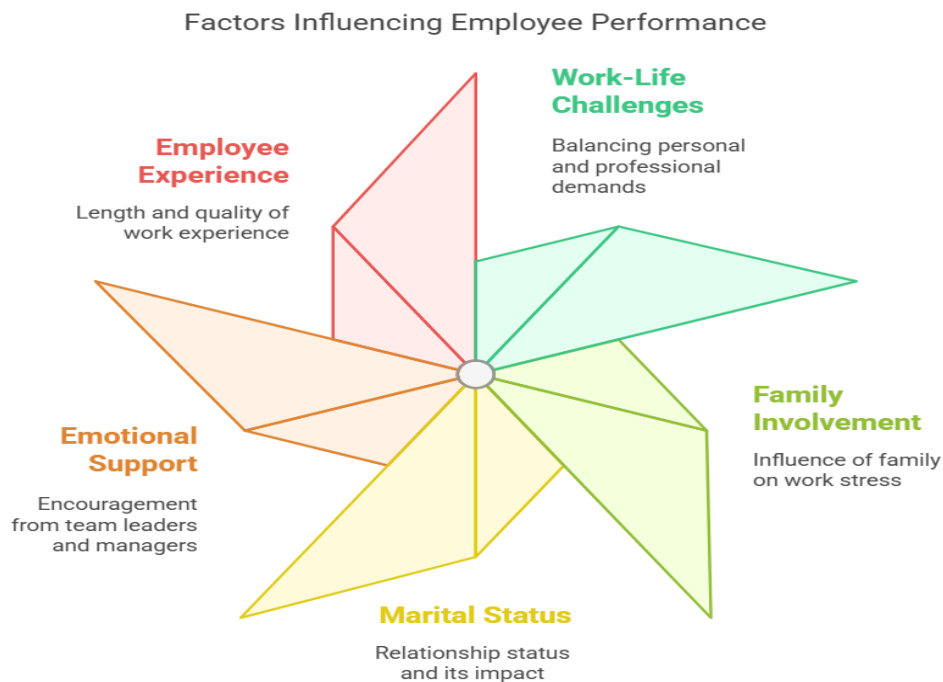
(Yijiao Ye, 2024)has mentioned in his study about the role of supervisors in maintaining work life balance of employees. In which they have mentioned three types of support of supervisor those are known as emotional support, institutional support and role model.

Sometimes employees don't want to take the facilities provided by the organizations because of their psychology (R. Baral, 2011) For example if the employee is getting the flexible working hours or part time working he or she may think organization will not give promotion to them.

Objectives

1. To examine if the employees are missing their monthly targets because of family involvement in the job.
2. To evaluate if the implementation of work life balance policies in the organization can improve the performance of employees.
3. To study if the stress level of female in balancing the job family is equal to the male.

Conceptual Framework:



Methodology:

Data collection:

This research is qualitative research as it is about the study of work life balance of employees working as promoters in smartphone industry. For collecting samples convenient sampling method has been used and close ended questionnaire is used for collecting data. The data was collected by 66 respondents doing job in different smartphone stores of Surat city. The data were collected by visiting the smartphone showrooms by asking their flexible timings. The employees who are appointed by store owners as a promoter has been excluded from the data only the employees who works on behalf of smart phone brands are included. The samples were collected from Surat city only.

Data Analysis:

For achieving the objectives of the research following hypotheses has been developed and tested by using statistical tools. The data were analysed by using t-test and chi square test. JASP software has been used for calculating statistic data analysis.

Hypotheses 1:

There is no association between involvement of family in the job and missing monthly targets of employees

For testing the hypotheses chi square test has been used. The result of it is following below:

Chi-Squared Tests						
		Value	Df		P	
X ²		27.055		16		0.041
N		66				

The test showing that null hypotheses has rejected as the value of p is less than 0.05. it supports the alternate hypotheses that is there is significant association between family involvement and the sales target missing of employees.

Hypotheses:2: There is no significant difference in stress level between employees have work life balance policies and employees who have not work life balance policy in their organisation

Independent Samples T-Test			
	t	df	P
stress level	-3.492	51.744	< .001
Note. Welch's t-test.			

The value of p is less than 0.05. the null hypotheses rejected and we can come into the conclusion from the test is the employees have work life balance policy in their organization get lesser stress compare to the employees who has no work life balance policy in their organization.

Hypotheses 3: There is no significant difference between the stress level of male and female employees. For testing the hypotheses student t test has been used. The result is following below:

Independent Samples T-Test			
	T	df	P
stress level	1.024	64	0.310
Note. Student's t-test.			

The null hypotheses is accepted as the value of p is more than 0.05. Therefore we can come to the result that the female and male employees have equal level of stress in the organization.

Findings:



In this chart the stress level has shown of all employees according to their experience. From above chart it can be clearly seen the employees of all experience group has high level of stress as well as low level of stress. Here the level of stress has been given numbers from 0 to 4, Where 0 shows the absence of stress while managing work and family and 4 shows feeling stress every time while managing work and family. From the data collected by questionnaire it was found that the female employees are less in smartphone field as promoter compare to the male employees. The stress level of male and female employees are same. That means smartphone promoters gets equal stress no matter if the employee is male or female. However the job timing of female employees is less compare to male. 58 among 66 employees believes that work life balance policies can improve their performance but during the time of collecting the data researcher seemed like the employees were not much aware about the policies of the organization and it may possible because of off roll pay structure. It can be clearly seen from the result of hypotheses that family involvement in the job became major issues for lower performance of promoters in the job. It can also be seen that the employees having work family balance policies in their organization have lower stress compare to the other employees. It was also found from the data that 53% of total respondents are from the age group of 25-30. That means the young employees are more interested in the job of salesmanship. The relation with team leader and store owner was good for most of the employees and they also agreed that their team leader has emotionally and professionally supports them. The issue they have shown was about the leave during festivals. Only 10% employees have been granted leave during festivals. Therefore it may create mental stress among the employees as family also have expectation from the employee during these days. But the reason of not permitting leave was pressure of sales as the company expects high selling during festivals. Employees do not get leave during weekends also as it's a peak time for selling.

Conclusion:

The study shows the challenges faced by the employees to manage the family and job and the stress they are facing for this is resulting to the lower performance of employees. The organisations should implement the work balance policies in their organization. The employees should get leave during the festivals as this becomes social need of the employees or flexible timing should be provided in festival seasons it will help the employees to manage the family and work. Understanding of family regarding the job should be there to minimize the stress. Organisation should motivate their employees by providing various stress release activities such as sports or travelling and arranging seminars for motivation and make them aware about managing the family and work.

The information given by the promoters is up to the knowledge of them about organization and can be biased as it was filled up by them only. Employees working in smart phone showrooms were included and employees working in chain stores were excluded. This paper has another limitation that it did not classify the employees according to their brand. This will helpful for future research for comparing the work life challenges faced by the employees of different brand and also comparison can be made the employees of chain store and dealer.

The paper can be helpful to find out the other challenges faced by the promoters (front-line employees) of smartphone industry or other industry. This paper also shows the research gap for promoters of smartphone industry by using work life enrichment factors as key domain.

The area of this research was quite neglected which makes this serious issue about the front- line employ-

ees working in smart phone industry as they are not aware about the work family balance policies and how to implement the work family balance in practical life.

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