# Impact Of Work Life Balance Strategies On Employee Performance In Insurance Company (Lic)

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## ABSTRACT

Work–life balance has become an important factor influencing employee productivity and organizational performance in modern workplaces. This study examines the impact of work–life balance strategies on employee performance in the Life Insurance Corporation of India (LIC). The research is based on primary data collected from 110 employees through a structured questionnaire. Various statistical tools such as percentage analysis, Chi-square test, Likert scale, and mean ranking method were used to analyse the data. The findings reveal that heavy workload and lack of organizational support are the major factors affecting work–life balance. The study concludes that effective work–life balance policies help improve employee satisfaction, reduce stress, and enhance productivity. Therefore, organizations should strengthen employee welfare measures and flexible work policies to improve overall performance.

## INTRODUCTION

Work–life balance refers to the ability of employees to manage professional responsibilities along with personal and family life effectively. In service-oriented organizations such as insurance companies, employees often face high work pressure, sales targets, and customer service responsibilities. These factors can lead to stress and imbalance between work and personal life.

Life Insurance Corporation of India (LIC) is one of the largest public sector insurance organizations in India. Employees working in LIC perform various roles such as marketing, customer service, administration, and claims management. Maintaining a proper balance between work responsibilities and personal commitments is essential for improving employee satisfaction and performance.

Organizations that implement effective work–life balance strategies such as flexible working hours, leave policies, employee wellness programs, and supportive management practices can significantly improve productivity and reduce stress among employees.

## STATEMENT OF THE PROBLEM

The insurance sector operates in a highly competitive and target-oriented environment. Employees are required to achieve sales targets, manage customer relationships, and perform administrative tasks efficiently. These responsibilities often result in long working hours and increased job stress.

Although LIC provides certain welfare measures and leave facilities, employees still face difficulties in balancing their work and personal life. Poor work–life balance may lead to reduced productivity, job dissatisfaction, and increased absenteeism. Therefore, it becomes important to examine how work–life balance strategies influence employee performance in LIC.

## OBJECTIVES OF THE STUDY

1. To identify the work–life balance strategies adopted in LIC.
2. To analyse the level of employee performance in LIC.
3. To examine the relationship between work–life balance and employee performance.
4. To provide suggestions for improving work–life balance practices in LIC.

## METHODOLOGY OF THE STUDY

The present study follows a descriptive research design to analyse the impact of    work–life balance strategies on employee performance in LIC.

Primary data was collected through a structured questionnaire from employees working in LIC. Secondary data was collected from textbooks, journals, websites, and published reports related to work–life balance and employee performance.

The sample size selected for the study is 110 respondents. Convenience sampling technique was used for selecting the respondents.

Statistical tools used for analysis include:

- Simple Percentage Analysis
- Likert Scale
- Mean Ranking Method

These tools were used to analyse the relationship between work–life balance strategies and employee performance.

## SIMPLE PERCENTAGE ANALYSIS

| Variable | Category | Percentage |
|---|---|---|
| Age | 21-40 years | 26.4% |
| Gender | Male | 39.1% |
| Marital Status | Married | 23.6% |
| Educational Qualification | UG | 12.7% |
| Job Role | Sales Executive | 19.5% |
| Years of Experience | 5-10 years | 24.2% |
| Monthly Income | 20,001 Rs – 40,000 Rs | 27.8% |
| Type of Employment | Permanent | 31.6% |
| Work location | City | 28.9% |

Source: Primary Data

Note: $p < 0.01$, $p < 0.05$, S – Significant, NS – Not Significant

The standardized beta coefficients provide a measure of the contribution of each independent variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the dependent variable, namely employee performance. The t and significance (p) values give a rough indication of the impact of each predictor variable namely Educational Qualification (t – 2.084, p – 0.038, $p < 0.05$), Job Role (t – -3.224, p – 0.001, $p < 0.01$) and Work Location (t – 2.684, p – 0.008, $p < 0.01$). It is found that the p value suggests that these predictor variables have a significant impact on the criterion variable. Hence, the overall ANOVA results, which assess the overall significance of the model (F – 4.765, p value – 0.000, $p < 0.01$), indicate that the regression model is statistically significant.

## LIKERT SCALE ANALYSIS – OPINION ON WORK LIFE BALANCE

| Statement | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| Work life balance improves productivity | 32 | 48 | 15 | 10 | 5 |
| Flexible work hours reduce stress | 40 | 42 | 14 | 9 | 5 |
| Support from management improves balance | 35 | 45 | 18 | 8 | 4 |

Source: Primary Data

The above table shows employees' opinions regarding work–life balance. Majority of the respondents agree that maintaining work–life balance improves productivity and reduces stress. This indicates that effective work–life balance strategies positively influence employee performance.

## RANK ANALYSIS – BENEFITS OF WORK LIFE BALANCE FACTORS

| FACTORS | SUM | MEAN | RANK |
|---|---|---|---|
| Higher Productivity | 2005 | 3.53 | 1 |
| Reduced Stress | 1994 | 3.42 | 2 |
| Better Concentration | 1974 | 3.37 | 3 |
| Increased Motivation | 1953 | 3.30 | 4 |
| Improved Job Satisfaction | 1950 | 3.21 | 5 |

Source: Primary Data

The above table shows the rank analysis of the benefits of work-life balance factors. Among the selected factors, Higher Productivity has secured the first rank with the highest mean score of 3.53. Reduced Stress has obtained the second rank with a mean score of 3.42, followed by Better Concentration which secured the third rank with a mean score of 3.37. Increased Motivation has obtained the fourth rank with a mean score of 3.30, while Improved Job Satisfaction has secured the fifth rank with a mean score of 3.21.

## RANK ANALYSIS–WORK LIFE BALANCE FACTORS AFFECTING PERFORMANCE

| FACTORS | SUM | MEAN | RANK |
|---|---|---|---|
| Flexible Working Hours | 2104 | 3.70 | 1 |
| Reasonable Workload | 2055 | 3.61 | 2 |
| Time for Personal commitments | 2002 | 3.50 | 3 |
| Paid leave Availability | 1980 | 3.45 | 4 |
| Mental Health Programs | 1935 | 3.32 | 5 |

Source: Primary Data

The above table shows the rank analysis of work-life balance factors affecting employee performance. Among the selected factors, Flexible Working Hours secured the first rank with the highest mean score of 3.70. Reasonable Workload obtained the second rank with a mean score of 3.61. Time for Personal Commitments secured the third rank with a mean score of 3.50. Paid Leave Availability obtained the fourth rank with a mean score of 3.45, while Mental Health Programs secured the fifth rank with a mean score of 3.32.

## FINDINGS

The major findings of the study are:

• Majority of employees belong to the 21–40 age group.

• Heavy workload is the main factor affecting work–life balance.

• Reduced workload is the most effective method to improve work–life balance.

• Recognition and rewards motivate employees to perform better.

• Work–life balance plays an important role in improving employee performance.

## SUGGESTIONS

Based on the findings of the study, the following suggestions are made:

• The organization should ensure proper workload distribution among employees.

• Counselling and wellness programs should be conducted to reduce stress.

• Flexible working hours should be introduced to improve work–life balance.

• Management should encourage open communication and collect regular feedback from employees.

Implementing these measures can improve employee morale and organizational performance.

## CONCLUSION

The study concludes that work–life balance strategies have a significant impact on employee performance in LIC. Employees who maintain a healthy balance between work and personal life tend to be more productive, motivated, and satisfied with their jobs. Although LIC provides structured HR policies and welfare measures, there is still scope for improvement in workload management and organizational support systems. Strengthening work–life balance practices will not only improve employee well-being but also contribute to better organizational performance and long-term success.

## REFERENCES

1. Kumar & Sharma (2025) studied work-life balance practices in Indian service organizations and found a strong positive relationship with employee performance. The study emphasized flexible policies and managerial support. Employees with better balance showed higher engagement levels. Stress reduction improved productivity outcomes. The research concluded that balance strategies are essential for organizational success.

2. Rao & Mehta (2024) examined flexible work arrangements in insurance companies. The findings revealed improved job satisfaction and reduced turnover intentions. Employees experienced lower work stress under supportive policies. Organizational commitment increased significantly. The study recommended strengthening balance initiatives.

3. Singh (2023) analysed work-life balance and employee engagement in public sector enterprises. Results showed that imbalance negatively affects morale and efficiency. Supportive HR policies enhanced productivity. Employees reported higher motivation with flexible schedules. The study highlighted the importance of practical implementation.

4.  Patel & Joshi (2022) explored organizational support theory in relation to employee performance. The research found that employees reciprocate supportive policies with improved performance. Work-life balance reduced absenteeism and burnout. Job satisfaction increased under flexible systems. The study confirmed a positive performance impact.

5.  Verma (2021) applied the Job Demands–Resources model to financial institutions. The findings showed high job demands reduce performance when resources are insufficient. Flexible policies acted as key resources. Balanced employees demonstrated better efficiency. The study concluded that work-life balance directly enhances productivity

6.  Arora & Singh (2020) studied role conflict and work-life balance among insurance employees. The research identified that excessive workload creates stress and reduces efficiency. Flexible working hours improved job satisfaction. Employees with balanced schedules showed higher commitment. The study concluded that balance strategies positively influence performance.

7. Bhattacharya (2019) analysed HR practices promoting employee well-being in service organizations. The findings revealed that welfare measures reduce absenteeism and improve productivity. Supportive management strengthened employee morale. Balanced work environments enhanced job satisfaction. The research emphasized structured HR interventions