

# Work-Life Balance and Its Impact on Employee Productivity: A Study with Special Reference to Impressn Pvt Ltd, Chennai

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**Abstract:** This study examines the impact of work-life balance (WLB) on employee productivity at Impressn Pvt Ltd, a digital out-of-home advertising company in Chennai, India. A descriptive research design was adopted with a convenience sample of 103 employees. Data were collected through a structured questionnaire and analyzed using percentage analysis, Chi-square tests, and one-way ANOVA. The findings reveal that age, marital status, educational qualification, and work experience significantly influence WLB perceptions. ANOVA results confirm that age, gender, and experience significantly impact employee productivity. The study recommends flexible working hours, an improved work environment, workload management, and wellness initiatives to enhance both WLB and organizational productivity.

**Keywords:** work-life balance, employee productivity, digital advertising, Chi-square, ANOVA, flexible work, India.

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## 1. INTRODUCTION

Human resource is the most strategic resource in any organization. The differences in economic development across nations largely reflect the quality of their human resources. In today's fast-paced business environment, maintaining a healthy work-life balance has become a critical factor for employee well-being and organizational success. Work-life balance refers to the ability of employees to effectively manage professional responsibilities alongside personal life including family, health, and leisure activities.

Work-Life Balance (WLB) is defined as the absence of unacceptable levels of conflict between work and non-work demands, enabling satisfaction and good functioning at work and at home with a minimum of role conflict. The industrial revolution, the rise of nuclear families, dual-income households, and technology-driven workplaces have made WLB an increasingly complex organizational priority. Work and family life share a direct relationship: extensive and inflexible work hours may produce distress within the family domain, while strong family support can enrich the quality of work life.

Impressn Pvt Ltd is an innovative outdoor visual media company that deploys smart digital screens in high-visibility locations such as tea shops, cafes, food streets, and waiting areas. Employees manage multiple campaigns, tight deadlines, and diverse client requirements, making WLB a particularly pressing concern. This study examines the current state of WLB among Impressn employees, identifies the factors affecting WLB, and provides actionable recommendations to enhance employee productivity.

## 2. OBJECTIVES OF THE STUDY

The study has been carried out with the following specific objectives:

- To assess the current state of work-life balance among employees at Impressn Pvt Ltd.
- To determine the factors affecting work-life balance in the organization.
- To study the perception of employees towards quality of work life practices.

- To study the health, safety, and welfare facilities offered to the employees.
- To identify worker roles, working conditions, and WLB aspects to implement Quality of Work Life (QWL).
- To provide recommendations for improving work-life balance to enhance employee productivity.

### 3. REVIEW OF LITERATURE

Agarwal (2025) studied WLB among 200 Indian call center employees and found that long and odd working hours, heavy work pressure, and demanding clients create significant stress, concluding that a supportive work culture is essential for retention and balance.

Myilswamy and Gayatri (2024) found that employee engagement is powerfully linked to organizational effectiveness, and that willingness and ability to give one's best is the core of engagement, making WLB a key driver of this engagement.

Kim (2023) investigated WLB and performance through the mediating role of affective commitment among 293 Korean workers using structural equation modeling. The study found that WLB increases affective commitment, which positively influences in-role performance.

Fapohunda (2014) explored the effects of WLB on productivity among Nigerian workers, finding that WLB practices reduce employee turnover and absenteeism, and that reduced stress and better health lead to direct productivity gains.

Raisinghani and Goswami (2019) proposed a conceptual model linking work-family conflict antecedents to organizational and individual outcomes, highlighting that dual-earner family pressures and technological changes make WLB conflicts inevitable without proactive HR intervention.

Chandrasekar and Suma (2013) found that WLB has a positive relationship with job satisfaction and varies by gender and the nature of jobs in the IT sector. Rania et al. (2011) confirmed a high correlation between work tasks and employee satisfaction with WLB as a significant mediating variable. Baral and Bhargava (2011) noted that while WLB programs exist in Indian new-economy organizations, strategic integration remains incomplete.

### 4. RESEARCH METHODOLOGY

#### 4.1 Research Design

The study adopts a descriptive research design to describe the opinions and effectiveness of work-life balance among employees at Impressn Pvt Ltd. Descriptive research enables systematic data collection and interpretation without manipulation of variables, making it well suited to understanding organizational phenomena as they naturally occur.

#### 4.2 Sample and Data Collection

A convenience sampling method was adopted. The study area is Impressn Pvt Ltd, Chennai District. A pilot study of 30 respondents was conducted to validate the questionnaire for clarity and reliability before the main survey. The final sample size is 103 employees. Primary data were collected through a structured questionnaire comprising close-ended and open-ended questions. Secondary data were gathered from books, journals, and websites.

#### 4.3 Statistical Tools

Three analytical tools were used: (i) Simple Percentage Analysis - to describe the frequency distribution of responses; (ii) Chi-square ( $\chi^2$ ) Test - to examine significant associations between demographic variables and WLB factor intensity; and (iii) One-way ANOVA - to test mean differences in employee productivity scores across demographic groups.

### 5. DATA ANALYSIS AND INTERPRETATION

#### 5.1 Demographic Profile of Respondents

Table 1: Demographic Profile of Respondents (n = 103)

Variable	Category	No. of Respondents	Percentage (%)
Age	Below 30 years	61	59.2
	31-40 years	14	13.6
	41-50 years	16	15.5

	Above 50 years	12	11.7
Gender	Male	85	82.5
	Female	18	17.5
Marital Status	Married	46	44.7
	Unmarried	57	55.3
Education	Up to HSC	32	31.1
	Undergraduate	12	11.7
	Postgraduate	53	51.5
	Diploma	6	5.8
Monthly Income	Up to Rs. 15,000	34	33.0
	Rs. 15,001-20,000	41	39.8
	Rs. 20,001-30,000	22	21.4
	Above Rs. 40,000	6	5.8
Experience	Below 10 years	55	53.4
	11-20 years	24	23.3
	21-30 years	18	17.5
	Above 40 years	6	5.8

Source: Primary data, January-March 2026

The majority of respondents (59.2%) are below 30 years of age, 82.5% are male, and 55.3% are unmarried. Over half hold postgraduate qualifications (51.5%), reflecting the knowledge-intensive nature of roles at Impressn. The modal income bracket is Rs. 15,001-20,000 per month (39.8%), and 53.4% have less than ten years of work experience.

## 5.2 Work Conditions and WLB Indicators

Table 2: Key Work Condition and WLB Perception Findings

Work Condition / WLB Indicator	Dominant Response	Frequency	%
Working days per week	6 days	53	51.5
Night shift experience	Yes	67	65.0
Night shift days per month	6-10 days	53	51.5
Overtime frequency per month	3-4 times	55	53.4
Primary reason for overtime	For extra pay	41	39.8
Satisfaction with leave facility	Satisfied (Yes)	75	72.8
Time with family per day	2-4 hours	69	67.0
WLB perception	Somewhat balanced	47	45.6
Barrier to WLB	Compulsory overtime	47	45.6
Flexible working hours support	Strongly agree	67	65.0
Relationship with superiors	Good	67	65.1
Relationship with co-workers	Good	79	76.7
Nature of working environment	Poor	45	43.7

Source: Primary data

The data reveal a demanding work environment: 65% of employees work night shifts and 51.5% report a six-day work week. Compulsory overtime is the primary barrier to WLB (45.6%), and most employees spend only 2-4 hours per day with family. While relationships with superiors and co-workers are largely positive (94.2% and 86.4% respectively rated good or excellent), 43.7% rate the physical work environment as poor. 65% strongly endorse flexible working hours as a WLB enabler.

## 6. ANALYSIS

### 6.1 Chi-Square Test

Chi-square tests were applied to determine whether significant associations exist between each demographic variable and the perceived intensity of WLB-affecting factors (classified as High, Moderate, or Low). H0: no significant relationship; H1: significant relationship exists. Significance level  $\alpha = 0.05$ .

**Table 3(a): Age and WLB Factor Intensity**

Age	High	Moderate	Low	Total
Below 30 years	34	23	4	61
31 to 40 years	2	4	8	14
41 to 50 years	12	0	4	16
Above 50 years	4	2	6	12
Total	52	29	22	103

$\chi^2$  Calculated = 31.168 /  $df = 6$  / Table Value (5%) = 12.592 / Significant / H0: Rejected

Since 31.168 > 12.592, there is a significant association between age and WLB factors. Younger employees (below 30 years) predominantly experience high WLB factor intensity.

**Table 3(b): Gender and WLB Factor Intensity**

Gender	High	Moderate	Low	Total
Male	40	27	18	85
Female	12	2	4	18
Total	52	29	22	103

$\chi^2$  Calculated = 2.780 /  $df = 2$  / Table Value (5%) = 5.991 / Not Significant / H0: Accepted

Since 2.780 < 5.991, there is no significant association between gender and WLB factors.

**Table 3(c): Marital Status and WLB Factor Intensity**

Marital Status	High	Moderate	Low	Total
Married	20	10	16	46
Unmarried	32	19	6	57
Total	52	29	22	103

$\chi^2$  Calculated = 8.111 /  $df = 2$  / Table Value (5%) = 5.991 / Significant / H0: Rejected

Since 8.111 > 5.991, there is a significant association between marital status and WLB factors. Unmarried employees report higher WLB factor intensity than married employees.

**Table 3(d): Educational Qualification and WLB Factor Intensity**

Educational Qualification	High	Moderate	Low	Total
Up to HSC	12	8	12	32
Undergraduate	2	4	6	12
Postgraduate	32	17	4	53
Diploma	6	0	0	6
Total	52	29	22	103

$\chi^2$  Calculated = 23.661 /  $df = 6$  / Table Value (5%) = 12.592 / Significant / H0: Rejected

Since 23.661 > 12.592, there is a significant association between educational qualification and WLB factors. Postgraduates are most concentrated in the high-intensity category, reflecting greater role performance expectations.

**Table 3(e): Monthly Income and WLB Factor Intensity**

Monthly Income	High	Moderate	Low	Total
Up to Rs. 15,000	22	4	8	34
Rs. 15,001 to 20,000	16	17	8	41
Rs. 20,001 to 30,000	12	4	6	22
Above Rs. 40,000	2	4	0	6
Total	52	29	22	103

$\chi^2$  Calculated = 12.552 / df = 6 / Table Value (5%) = 12.592 / Not Significant / H0: Accepted

Since 12.552 < 12.592, there is no significant association between monthly income and WLB factors. Income level does not substantially buffer WLB pressure.

**Table 3(f): Family Size and WLB Factor Intensity**

Size of the Family	High	Moderate	Low	Total
1 to 2 members	10	2	2	14
3 to 4 members	32	21	14	67
5 to 6 members	8	4	4	16
Above 6 members	2	2	2	6
Total	52	29	22	103

$\chi^2$  Calculated = 3.255 / df = 6 / Table Value (5%) = 12.592 / Not Significant / H0: Accepted

Since 3.255 < 12.592, there is no significant association between family size and WLB factors.

**Table 3(g): Work Experience and WLB Factor Intensity**

Work Experience	High	Moderate	Low	Total
Below 10 years	28	21	6	55
11 to 20 years	12	6	6	24
21 to 30 years	12	0	6	18
Above 40 years	0	2	4	6
Total	52	29	22	103

$\chi^2$  Calculated = 19.392 / df = 6 / Table Value (5%) = 12.592 / Significant / H0: Rejected

Since 19.392 > 12.592, there is a significant association between work experience and WLB factors. Less experienced employees report higher WLB factor intensity, consistent with steeper early-career demands.

Overall, four variables - age, marital status, educational qualification, and work experience - significantly influence WLB factor intensity, while gender, monthly income, and family size do not. Lifecycle and career-stage factors are stronger predictors of WLB pressure than structural or financial factors in this context.

## 6.2 ANOVA

One-way ANOVA was used to test whether mean productivity scores differ significantly across demographic groups. The null hypothesis (H0) states there is no significant difference in mean scores; the alternate hypothesis (H1) states there is a significant difference.

**Table 4: ANOVA Results - Demographic Variables and Employee Productivity**

Variable	SS Between	SS Within	F-Statistic	p-Value	Decision
Age	11.200	71.600	9.151	0.000	Significant
Gender	4.800	20.400	13.765	0.000	Significant
Educational Qualification	5.689	167.111	1.991	0.141	Not Significant
Work Experience	38.631	28.569	79.102	0.000	Significant
Place of Residence	1.431	28.569	2.929	0.057	Marginal

Note: *df Between* = 2; *df Within* = 100; *Total df* = 102. *Significance at a* = 0.05.

Work experience produces the highest F-statistic ( $F = 79.102$ ,  $p = 0.000$ ), indicating it is the strongest predictor of productivity differences - senior employees who carry heavier responsibilities are most acutely affected by WLB conditions. Age ( $F = 9.151$ ,  $p = 0.000$ ) and gender ( $F = 13.765$ ,  $p = 0.000$ ) also significantly differentiate productivity. Educational qualification does not significantly influence productivity ( $p = 0.141$ ), suggesting that at Impressn, on-the-job experience matters more than formal credentials. Place of residence is marginally significant ( $p = 0.057$ ), possibly reflecting commute-related fatigue effects.

## 7. FINDINGS

### 7.1 Percentage Analysis

- Most respondents (59.2%) are below 30 years of age; 82.5% are male and 55.3% are unmarried.
- 51.5% work a six-day week; 65.0% have worked night shifts, with 51.5% on 6-10 night-shift days per month.
- 53.4% do overtime 3-4 times per month; 39.8% cite extra pay as the primary motivation.
- 72.8% are satisfied with the leave facility; however, 57.3% availed loss-of-pay leave for 6-10 days.
- 67.0% spend only 2-4 hours per day with family; 45.6% describe WLB as only somewhat balanced.
- Compulsory overtime is the leading WLB barrier (45.6%); flexible hours are strongly endorsed (65.0% strongly agree).
- Supervisor relationships are good or excellent for 94.2% of respondents; however, 43.7% rate the work environment as poor.
- 39.8% cited health care as the primary medical benefit, and 35.0% cited employee wellness programs.

### 7.2 Chi-Square Test Findings

- Age ( $\chi^2 = 31.168$ ), educational qualification ( $\chi^2 = 23.661$ ), work experience ( $\chi^2 = 19.392$ ), and marital status ( $\chi^2 = 8.111$ ) show significant associations with WLB factor intensity -  $H_0$  rejected in each case.
- Gender ( $\chi^2 = 2.780$ ), monthly income ( $\chi^2 = 12.552$ ), and family size ( $\chi^2 = 3.255$ ) show no significant association with WLB factors -  $H_0$  accepted.

### 7.3 ANOVA Findings

- Work experience ( $F = 79.102$ ,  $p = 0.000$ ), age ( $F = 9.151$ ,  $p = 0.000$ ), and gender ( $F = 13.765$ ,  $p = 0.000$ ) significantly influence employee productivity -  $H_0$  rejected.
- Educational qualification does not significantly influence productivity ( $F = 1.991$ ,  $p = 0.141$ ) -  $H_0$  accepted.
- Place of residence shows marginal influence on productivity ( $F = 2.929$ ,  $p = 0.057$ ).

## 8. SUGGESTIONS

- Implement or enhance flexible working hours to help employees manage personal commitments alongside work. Given that 65% strongly endorse this measure, formalizing flexitime policies is the highest-priority action.
- Conduct periodic workload audits to distribute tasks equitably, reduce compulsory overtime, and provide adequate compensatory rest - particularly for the large segment of employees below 30 years.

- Invest in improving the physical work environment through ergonomic furniture, adequate lighting, break areas, and ventilation to address the 43.7% who rate the environment as poor.
- Introduce short wellness breaks, stress management workshops, and mindfulness sessions to reduce fatigue and improve focus, complementing existing healthcare and wellness benefits.
- Train line managers to recognize early burnout signals and maintain open communication about workload, leveraging the existing strong supervisor-employee relationships as an organizational asset.
- Design segmented WLB programs by career stage: flexible onboarding for early-career employees and workload rebalancing for senior staff, since experience is the strongest predictor of productivity differences.
- Establish a formal, anonymous feedback channel for employees to report WLB concerns, ensuring that HR policies remain continuously responsive to workforce needs.

## 9. CONCLUSION

This study reveals that work-life balance significantly impacts employee productivity at Impressn Pvt Ltd. The empirical evidence demonstrates that demanding work conditions - night shifts, a six-day work week, and compulsory overtime - create measurable WLB pressure, particularly for younger and less experienced employees. Chi-square analysis confirms that age, marital status, educational qualification, and work experience are key demographic determinants of WLB perceptions. ANOVA results establish that work experience is the strongest predictor of productivity differences ( $F = 79.102$ ), followed by gender and age.

Employees who maintain a healthy balance between professional and personal life tend to be more focused, motivated, and efficient. Organizational support, flexible policies, and wellness initiatives play a decisive role in enabling that balance. By addressing workload concerns, improving the work environment, and fostering a supportive organizational culture, Impressn Pvt Ltd can reduce burnout, enhance employee satisfaction, and sustain a high-performing workforce - outcomes essential for long-term competitiveness in India's rapidly growing digital advertising sector.

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