A study of Nextgen 'Balance of Life' Workplace in Indian Organizations

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Abstract- In current times, despite a friendlier and flexible workplace, many professionals are struggling emotionally, physically and mentally in new ways that they are unsure how to address. Organizations are looking for ways to reinvent their HR strategies. One such new approach proposed through this study is 'Balance of Life' at workplace, which would seek holistic human development. There are many aspects of life to lead a 'Balance of Life'. Essentially, they fall in 4 Quadrants – Career, Relationships, Social, and Spiritual. Human beings have the desire and the need to grow in all of these quadrants. If any of the quadrants remain underdeveloped, it leads to a sense of incompleteness.

Although there has been significant research in the area of 'Work-life Balance' and 'Spirituality at Work', there is no work on an integrated approach of all aspects of human needs at workplace.

This study has proposed and substantiated the concept of **'Balance of Life' at workplace – 4 quadrants** in Indian organizations.

The main purpose of the study was to find out what employees think about the 'Balance of Life' concept, its adoption at the workplace, and how they view their organizations performing on the 4 quadrants that is - Career, Relationships, Social, and Spiritual.

The study findings show that a predominant share (86%) of employees want to live a balanced life, and this is observed across the age bands. 81% of employees want their organizations to implement 'Balance of Life' for the employees. The findings carry a number of implications and research directions for academicians and business organizations for further investigation of the influence of 'Balance of Life' on employee well-being and organizational effectiveness.

Index Terms- Balance of Life at the workplace, Nextgen workplace, Spirituality at workplace, Work-life balance

I. INTRODUCTION

Swami Vivekananda, the great Indian Saint and Philosopher, has explained about work and life in Karma Yogi (1895) – "It is the calm, forgiving, equable, well-balanced mind that does the greatest amount of work."

In this study, a new approach of 'Balance of Life' at the workplace is proposed for having a balanced and integrated relationship between various aspects of the lives of working professionals. This perspective is to challenge the current paradigm that focuses on finding the balance between only family and work commitments.

Largely all the aspects of life fall under 4 major quadrants which are following:

'Balance of Life' at Workplace – 4 Quadrants:

- **Quadrant I - Career** (Productivity, Training, Working conditions, Salary, Career growth)
- **Quadrant II - Relationships** (Personal, Family and Friends, Benefits to meet family needs)
- **Quadrant III - Social** (Social Esteem, Social Life, Social Relations and Networking)
- **Quadrant IV - Spiritual** (Values, beliefs, Ethics, Freedom of expression, Serve Humanity, Spiritual Awareness)

Figure 1: Balance of Life at Work Place, 4 Quadrants
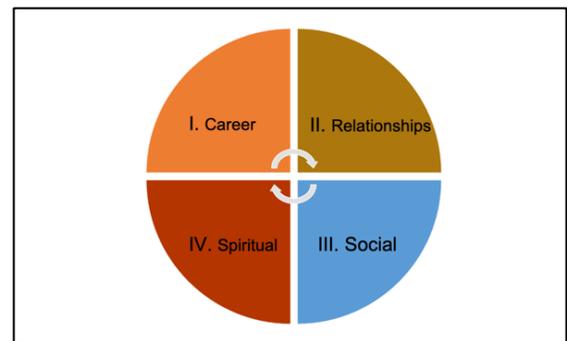
The need for 'Balance of Life' at the workplace:

Since the start of Industrial era, the definition of workforce, the needs of the workforce and the workforce management has gone through many changes. In earlier days workers were supposed to use their body more than their mind. But in today's era, with the use of technology at workplace, and AI powered Intelligent machines, it is the mind which rules the workplace. Globalization and liberalization of economies across the world has led to a competitive market, forcing Organizations to bring out the best product/service offerings. For this, organizations are always on lookout for best of the talent as they want creativity, and innovation. But how do employees bring more creativity to the workplace, when they are treated as workers, and paid on the basis of their productivity?

In the current era, organizations must understand the needs of employees as 'Humans', their need to grow in all aspects of life, to have inner peace and calmness, and most importantly to lead a 'Balanced Life'. Organizations must do a paradigm shift in treating employees, from 'Workers' to 'Human Souls', organizations must respect the Human "Spirit" as was said by the management Guru Peter Drucker.

'Balance of Life' at the workplace is about considering various aspects of life which are important for the holistic development of its employees. Though 'Balance of Life' is a widely accepted concept, advocated by all religious and spiritual teachings, it is considered as personal choice of the individuals.

A few organizations have realized such needs of employees. They have implemented certain aspects beyond work and life, like contribution Society, Humanity. But they are in parts. In recent years, 'Spirituality' at workplace has gained momentum. There is a general understanding arrived, that spiritually inclined employees are calmer, ethics driven, and bring positivity to the workplace. The solution do not lie in focussing on only one or two aspects, rather having a 'Holistic approach'. As humans, each one of us have different needs. Employees cannot be fitted into **one sized** and **same type** of shoes.

Maslow's Hierarchy of Needs theory which is most sought by organizations for employee's motivation and retention strategies talks about various needs of the human at different levels. As per Maslow, all aspects of human motivation needs– Basic, Safety, Belongingness, Self-esteem, Self-actualization, and Intrinsic Values are present in each human, the percentage may vary. Till now, organizations have mostly focused on the first three levels of Maslow's theory and have missed out completely on the higher levels 'Self-actualization' and the 'Intrinsic Values'.

In the year 2020, organizations were challenged by the Pandemic, which caused businesses across the world to reinvent and redesign their strategies. The 'reinvention' was not only limited to business strategies but also Human Resource Management strategy as employees struggled to meet the new way of working.

In present times, organizations are facing the following key challenges for their HR engagement Strategies:

- **Insufficiency of Work-Life balance:** The work-life balance is not proving sufficient for employees' well-being as many studies have shown. Organizations are realizing the limitations of their employee motivational strategies. As per ICICI Lombard Wellness Index survey 2020, based on 3,866 respondents in 19 cities, Indians are combating office wellness — not many individuals know how to strike a work-life balance and complain of a lack of assistance from their employers. Residents of main metro cities like Delhi and Mumbai reported the worst office wellness scores, significantly those in the 18-24 age group.
- **Impact of Pandemic:** Organizations across the world are realizing how much they are dependent on the mental well-being of the employees, as employees struggled to meet their work and life responsibilities. Pandemic has removed the separation between work and life, both are now integrated. Another impact of the Pandemic is - people have re-evaluated their life's priorities. People are leaning more towards finding meaning in their lives.
- **Millennial's impact:** Another fact which is staring at organizations is, by 2030 Millennials will become the major workforce. Employers will need to make major adjustments in their engagement models. Millennials are leading a change in how work gets done, as they use more technology. Their social mindset, however, is a significant factor to be considered. Coupled with the socially-minded millennial comes their desire to be creative. Pandemic has re-established their inclination towards the social causes.
- **Values and Ethics:** As organizations are fighting their battles in a highly competitive globalized market, an increasing need is felt for Values and Ethics in the organizational framework at each level. From the employees' side, there is an increasing demand for respect for Diversity, Freedom of expression, Serving Humanity, Religion, faith and beliefs at the workplace. Religion and spirituality give way to a deeper contemplation of our collective and individual existences. Yet still, it has seldom been allowed into the workplace, because in business, we aim for the one-size-fits-all approach and shrink away from the challenges of civil rights tied to one's identity.

Understanding Human psychology has become more essential than ever before for organizations. The solution lies in understanding the fact that, employee's well-being is dependent on his/her physical, emotional, spiritual and intellectual wellness.

II.   RESEARCH METHODOLOGY

The main purpose of the study was to substantiate the concept of 'Balance of Life' at workplace in Indian organizations. Following objectives were identified for the research:

I.   To determine, employees views about 'Balance of Life'.
II.   To determine, if employees want their organizations to adopt the 'Balance of Life' approach at the workplace.
III. To determine, employees perceptions about how their organizations are faring on the 4 Quadrants of 'Balance of Life'.

LITERATURE REVIEW

'Balance of Life' at the workplace is an integrated approach to consider all aspects of employees, for their holistic development.

Many studies have been carried out on establishing the relationship between various aspects of Human needs like Career, Work-Life Balance, Emotional, Social, Spiritual etc. with the overall well-being of employees and with the level of contribution they make to the work environment but, there is no work on the integrated approach of 'Balance of Life' at workplace.

The important aspects of Humans are namely - Money, Career, Spiritual Growth, Health, Fun, Personal Growth, Family and Social Involvement. These aspects are almost common with each individual. The lives of almost everyone revolves around these aspects. There can be small variations between certain individuals about these aspects but more or less, they remain the same and impact our lives. (Indian Spiritual Guru Dr Archika Didi, 2020). Highly successful people measure themselves on seven key elements, they are - Health, Family, Social, Financial, Business, Civic and Spiritual. They try to maintain a balance between these elements to live a healthy and fulfilling life. (Jim Schleckser, 2016)

Abraham Maslow in his book 'Motivation and Personality' (1943), begins with a statement that the integrated wholeness of the organism must be one of the foundation stones of motivation theory, that is, motivation cannot be studied only in isolation. Based on his clinical psychology experience, he inductively constructed a rich model of the forces and needs that move us to action. Maslow's five-level hierarchy of needs model is a central feature of organizational behavior and management programmes. Late in his life Maslow identified the sixth level of motivation, and described it as being 'Intrinsic values'. Unlike the other levels, the sixth level transcends self-interest, considering wider holistic matters for a greater good. This is the selfless service to others and a cause beyond an individual. Originally, Maslow considered that the sixth level was spiritual and so not everyone would be motivated in this way. However, later in his life, he came to believe that the sixth level was a part of every human and so legitimately a part of his hierarchy.

Maslow Hierarchy of needs theory gives an impression that our needs changes in hierarchical order, but Maslow clarified (1954), "We have spoken so far as if this hierarchy were a fixed order, but it is not nearly so rigid as we may have implied. So far, our theoretical discussion may have given the impression that these five sets of needs are somehow in such terms as the following: If one need is satisfied, then another emerges. This statement might give a false impression that a need must be satisfied 100 per cent before the next need emerges." As per Maslow, all aspects of Human motivation needs– Basic, Safety, Belongingness, Self-esteem and Self-actualization are present in each human, the percentage may vary.

The 'Balance of Life' at Workplace 4 Quadrants:

Quadrant I - Career & Quadrant II – Relationships:

Most of the organization employee's motivation and retention strategies are focused on these two quadrants. Maslow's level 1 - Basic & Level 2- Safety can be easily mapped to Quadrant I, while Level 3- Belongingness can be mapped to Quadrant II.

While linking Work-Life Balance (WLB) and Maslow's Hierarchy of needs theory - from the context of work-life balance, family time, which is an interpersonal need, can be categorized into the third level of needs, i.e., belongingness and love. (Rahman, 2020)

On being asked about 'Work-life' balance, spiritual Guru Sadhguru Jaggi Vasudeva (2016) said, "There is no such thing as work and life, it is life and life. The balance has to be within you. Do not make any demarcation that there is something called as work and life. There are different aspects of life, and they need to be dealt with."

Quadrant III - Social (Social Esteem, Social Life, Social Relations and Networking):

What is self-esteem and why is employee's self-esteem vital to the success of an organization?
Self-esteem is not egoism or conceit, or an intellectual inventory of one's favorable characteristics and assets. It is how warm, friendly and appreciative you feel toward yourself and others. From an organizational perspective, "employees who feel good about themselves are typically able to focus better, need less time off, and generally get along well with co-workers" (How to Build Self-Esteem in the Workplace by Candace Webb).

Maslow theory's Level 4- Self Esteem can be mapped to this Quadrant.

In addition, it has been argued that high self-esteem individuals are more likely to have stronger self-efficacy than their low self-esteem counterparts, which contributes to higher performance levels under almost all role conditions. (Gardner & Pierce, 1998). Organizations that communicate to employees that they are valued, important, competent and capable part of the organization (e.g., trust, perceived organizational support, pay level, fairness, ownership) are positively associated with organization-based self-esteem.

During the 1970s, Korman (1970, 1971, 1976) published several papers focused on employee self-esteem. At the center of his work was the suggestion that an individual's self-esteem, formed around work and organizational experiences, would play a significant role in determining employee motivation, work-related attitudes and behaviors.

Social Life, Relations and Networking: At the workplace, employees look forward to networking within the organization (Internal) and also outside the organization (External).

According to Caitlin Porter, assistant professor of industrial organizational psychology at the University of Houston, they have found that "offering opportunities for workers to network with their colleagues can reduce the likelihood of turnover by 140%".
"Work used to be a major source of friendships, and that's declining. That gives people less reason to stay. So, giving people the opportunity to build their relationships could help with retention." Says Porter.

"External networking, with people from outside an employee's workplace, is often facilitated by professional groups or trade associations. Internal networking can be more casual, even gathering for coffee and donuts before a meeting. Both offer the opportunity to talk about common issues, ask for advice and offer support" Porter said.

Using data collected from a group of industrial organizational psychologists followed for two years, the researchers elaborated on earlier work that had found a correlation between networking and job turnover by distinguishing between internal and external networking to determine why and how each contributes to employee decisions to leave a job. (Caitlin Porter, 2015)

Quadrant IV - Spiritual (Values, beliefs, Ethics, Freedom of expression, Serve Humanity, Spiritual Awareness, Religion):

Maslow's Level 5- Self-actualization and Level 6 – Intrinsic Values can be mapped to this quadrant.

Till a few decades, back organizations were reluctant to discuss spirituality at the workplace owing to its religious and communal connotation. But today organizations have realized that to harness the potential of their employees they have to offer them meaning in what they do or who they are as an organizational member (Anthony 2015).

As per, Anu Dandona (2013), 'Spirituality at Workplace and Job Satisfaction' - organizations have understood that employees are satisfied not only with materialistic things (money), they want more than that. Every human being has both an inner and outer life and that the nourishment of the inner life can lead to a more meaningful and productive outer life. For the nourishment of inner life employees desire that the work which they are doing must have some meaning in their lives, they desire to work in the community and they desire the feeling of compassion impact towards others at workplace and it is possible only by applying spiritual practices at workplace.

Spirituality at the workplace is about bringing passion - bringing our heart, soul and spirit - to what we do because from a spiritual perspective, work has a deeper meaning and serves a higher purpose. Workplace spirituality suggests that people bring exceptional and individual spirits to the workplace and are highly motivated by the spiritual need to experiencing a feeling of transcendence and community in their work (Fry & Matherly, 2006, 2007). Spirituality results in connectedness among beings and has the potential to change the workplace into something extraordinary (Krishnan, 2008, p. 12).

There has been an increasing focus on the spirit, spirituality, and spiritual phenomenon in contemporary times. Drucker (1954) through his widely acclaimed book "The practice of management" mentioned that "the spirit that motivates, that calls upon a man's reserves of dedication and effort, that decides whether he will give his best or just enough to get by". The term "spirit" has become a catchword.

The definition of workplace spirituality outlines the concept of spiritual orientation to the workplace, "where work transcends the transactional boundaries to create a spiritual connectedness among employees, experiencing them a meaningful work profile while guiding one's alignment of values to organizational goals". (Rabindra Kumar PRADHAN, Lalatendu Kesari JENA, Cesar Merino SOTO, 2016).

According to a 2014 study published in the Journal of Organizational Behavior, "There is a case to be made for bringing religion into the workplace, experts say. Religion makes people happier, and happier means more productive. Employees who are permitted to discuss religion openly at work report having higher job-satisfaction levels." (Soraya Deen, 2018)

Religion and Spirituality in the workplace are mostly unchartered waters for many organizations. Most corporations encourage religious expressions at the workplace like the celebration of festivals etc and may make some resources available to help meet employees' spiritual needs. However, to be effective, spirituality needs to be integrated into the corporate culture and reflected in organizational policies and practices daily. This can be done only when senior management and the governing board embrace it as part of their vision. (Anu Dandona, 2013)

Online Survey:

The primary data was collected through an online survey, the questionnaire was having 5 sections - Balance of Life and the 4 quadrants – Career, Relationship, Social and Spiritual.

The participants in the survey were employees of Premier Companies in India - Government, Public sector, Private, MNC subsidiaries. A total of 251 entries were received, of which 129 were found fully completed and are used for statistical analysis.

Exploratory Data analysis was used to analyze the qualitative data collected through the survey. Qualitative data was converted into Quantitative data, by the data Coding method, in which values were assigned to the answers on the scale of 1 to 5 and an Index Score was calculated.

Table 1 : Demographic Characteristics of the Participants

	Demographic Characteristics	Sample %
1.	**Age in Years**	
	20 -30	16%
	30-40	26%
	40-50	39%
	50 and above	19%
2.	**Total Years of Experience**	
	0-5	16%
	5-15	29%
	15-25	36%
	25 and above	19%
3.	**Current Position in the Organization**	
	Team member	19%
	Middle Management	62%
	Senior Management	19%
4.	**Organization Type**	
	Private Sector	53%
	Government	22%
	MNC in India	14%

|	Public Sector	11%

III. FINDINGS

Objective wise findings are as follows:

I. Employees' views about 'Balance of Life'.

The analysis shows that a predominant share (86%) of employees want to live a balanced life, and this is observed across the age bands. Employees ranked 'Relationships' as their topmost priority followed by career, social esteem, and spirituality.

Aspects of life desired by employees for 'Balance of Life'

Figure 2 Aspects of life desired by employees
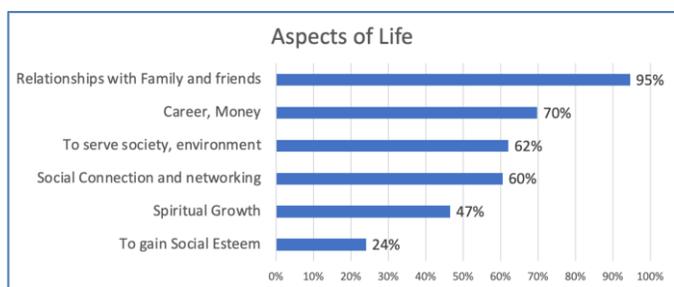
95% of Employees ranked 'Relationships' as the top priority, while 'Career' was ranked second. In the 'Social' quadrant – only 24% gave importance to 'Social Esteem' while 60% rated 'Social Networking' as important. 'Spiritual' quadrant - 62% of employees gave importance to 'Serving to Society and Environment', and 47% gave importance to 'Spiritual growth'.

### *Age-wise Trend Analysis*

Table 2 : Age-wise Preferences

Years	Balance of Life	Career	Relationship	Social	Spiritual
20-30	85.7%	47.6%	71.4%	47.6%	28.6%
30-40	82.4%	29.4%	73.5%	44.1%	23.5%
40-50	86.0%	16.0%	70.0%	44.0%	16.0%
50 and above	91.7%	20.8%	75.0%	45.8%	16.7%

Across all age bands, employee's preference for 'Balance of Life' and 'Relationship' is high. Career holds high importance (48%) in the 20-30 years age band. More than 40 years of age gave low weightage to Career. Between 20-30 years of age, high (28.6%) inclination towards the Spiritual quadrant compared to other age bands. This confirms the perception that millennials have a mindset to serve humanity.

Impact of Pandemic:

It is observed employees are leaning towards Life aspects - Personal and Family. More than 50% said they have re-evaluated priorities, they want to live a balanced life, and they value family more now. Also, more employee wants to serve Humanity (22%). Only 12% said that there is no impact of Pandemic.

Figure 3 How Pandemic has impacted Employees
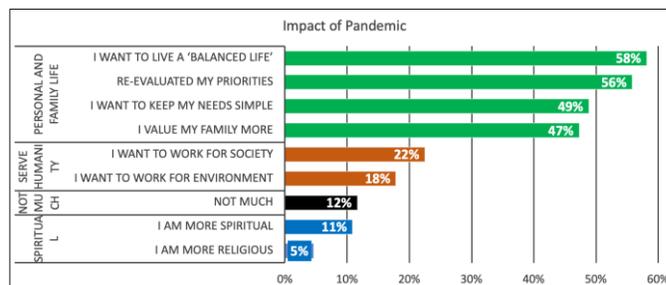
II. Do employees want their organizations to adopt the 'Balance of Life' approach at the workplace?

81% of employees responded in strong agreement, while 16% were doubtful about the concept. A low 4% were of the view that organizations should focus on Work-Life balance only, while 7% said their organization may not be willing to implement 'Balance of Life' at the workplace. 9% of the employees, responded that they do not think that their organization can implement it.

Table 3 Aspects desired by employees for organization to implement (Index score), highest to lowest order

Positive Work Culture	93
Work-life balance	91
Values and Ethics	90
Fair compensation and benefits	88
Career Growth Opportunities	87
Helps me to realize my full potential.	86
Social Esteem	80
Social Life for Self and Family	75
Foster Spirituality	74
External Networking	72
Prayer Rooms	72
My freedom of expression	69
Serve Humanity	66
Understands my spiritual needs	62
Allowed to express my faith, my beliefs	61
Diversity Inclusion	61
Free Expression on social media	56
Meditation, Conduct Prayers at the workplace	56
Spiritual Talks at the workplace	52

Positive work culture scored highest with 93 points, followed by Work-Life Balance with 91 points, and Values and Ethics with 90 points. Next was Career-related parameters– Compensation scored 87 points, Career growth Opportunities 86 points and social esteem 80 points.

But when asked the topmost reason to leave an organization, employees cited 'Lack of Career growth' (32%) and 'Unethical Practices' (32%). Only 17% rated, 'Lack of Family time' as the topmost reason to leave their organization.

Social esteem scored more than social networking needs. This contradicts the earlier finding, where only 24% gave importance to 'Social Esteem' while 60% had rated 'Social Networking' as important. It indicates, employees though explicitly did not give importance to 'Social Esteem', but when multiple questions were asked with different perspectives, 'Social Esteem' emerged as an important factor. 60 % of employees said they would like to join an organization that increases their social esteem.

Freedom of expression on 'Social Media' scored comparatively low with 55 points. Largely employees were of the opinion that 'Free expression' on social media should be allowed but with certain restrictions. Only 11% said employees must be given complete freedom of expression on social media. 12% were of the view that organizations should not allow employees to express themselves on social media.

Spirituality at Workplace

When asked what employees understand by 'Spirituality at Workplace', 64% said it is about 'Values and Ethics'. A very low 36% related it to 'Freedom of expression' and 18% related to Spiritual and Religious expression. 16% claimed they have no idea about it. 60% of employees stated they would like to bring complete self (soul) to the workplace.

Table 4 : Employees views about 'Spirituality at Workplace'

Value and Ethics based work culture	64%
My freedom of expression	36%
Allowed to bring my complete self	29%
Allowed to express my faith, my beliefs	26%
Diversity Inclusion	26%
Meditation, Prayers at the workplace	18%
I have no idea about it	16%
Spiritual Talks at the workplace	13%
Religion and Spiritualism are the same for me	7%

III. Employees' views on how their organizations are faring on the major aspects of 'Balance of Life'.

Over 57% of Employees think that their organization is meeting their requirements to lead a 'Balanced Life', but only 14% strongly agreed. A large 24% percentage of employees disagreed.

Figure 4 Are organizations meeting employees expectations?
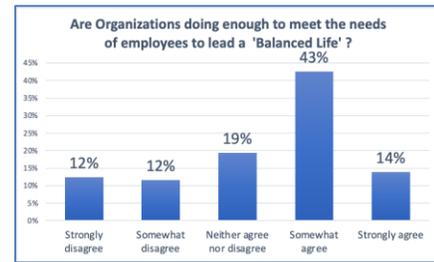
Quadrant Wise:

Several questions were asked per quadrant. A value between 1-5 was assigned for each response, and based on the responses, an Index score (0-1) was calculated per responder per quadrant.

Table 5 Histogram data of Index score per Quadrant

Class (Score)	Career		Relationships		Social		Spiritual	
0.2-0.39	14	11%	17	13%	5	4%	13	10%
0.4-0.59	42	33%	56	43%	23	18%	65	50%
0.6-0.79	56	43%	40	31%	62	48%	51	40%
0.8-0.99	17	13%	16	12%	39	30%	0	0%
1-1.19	0	0%	0	0%	0	0%	0	0%
Total	129		129		129		129	

Score of 0.6 and above : Career - 56%, Relationships – 43%, Social – 78%, Spiritual – 40%

'Career'- Largely employees were satisfied with the various parameters of Career. 79% of the employees had Job Satisfaction, 78% were satisfied by the career growth opportunities.

'Relationship' is the most important desired aspect by the employees as found in objectives I & II analysis, but a very low percentage of employees were satisfied by what their organizations offered. Only 14% of respondents are Very Satisfied with the Work-life Balance. 80% faced 'work-life balance issues. 39% said they are always busy with work. 32% said their mind is always occupied with work, even if they are not working. 22% had their families complaining that mentally they are always occupied with work. 18% said they want to take a job break but are scared to do so. 66% rated their organization high for support during Covid times.

'Social' quadrant scores highest when it comes to meeting employees expectations. Most employees (69%) are satisfied by the social esteem that they are getting from the organization. This may be because most of the respondents of the survey were from premium Tier 1 companies in India, but bonding within the organization scored low, over 47% of respondents said they bond with colleagues mostly over mails.

'Spiritual' - Employees rated organizations high on Values & Ethics, and, Social responsibility, but when it comes to

Faith/Beliefs expression at the workplace, organizations scored low (only 30%).

Overall, organizations are doing better in Career and Social quadrants, compared to other two quadrants. India is known for its spiritual knowledge, spiritual way of life, and culture. However, Indian organizations are lagging in developing the Spiritual quadrant for employees.

IV.   CONCLUSIONS

The main purpose of this study was to find out what employees think about the 'Balance of Life' concept, its adoption at the workplace, and their views about how their organizations are currently performing on the major aspects of Life - the 4 quadrants – Career, Relationships, Social, and Spiritual.

From the research, one can infer that the predominant share (86%) of the employees want to Live a Balanced Life, and this is observed across the age bands. Employees ranked 'Relationships' as the topmost priority for them followed by career and social esteem, and lastly by Spiritual. Pandemic has made employees more sensitive towards Life aspects – Personal, Family, and Society. Many have re-evaluated their priorities, they want to live a balanced life, and they value family more. Also, now more employee wants to serve Humanity and work for the environment.

Consistent with the above finding, a large share of employees want their organizations to adopt the 'Balance of Life' approach at the workplace. A large percentage of employees said they would like to bring their complete self (soul) to their workplace. The top expectations of employees from their organization are - Positive work culture, Work-Life Balance, Values and Ethics, Compensation, Career growth Opportunities, and Social esteem. Quadrant wise - Relationships ranked most important, followed by Career, Social needs and Spiritual. Many hold values and ethics as very important in the organization. The low preference for 'Spiritual' could be because this is a new aspect being talked about at the workplace, a shift is happening toward growing needs in Spiritual as what was earlier considered a taboo to talk about.

Employees response was mixed when asked how their organizations are performing on the 4 quadrants of 'Balance of Life'. 57% of employees think that their organizations are doing enough to meet their requirements to lead a 'Balanced Life'.
In the 'relationship' quadrant which is the most desired quadrant from employees, only 20% were satisfied with the Work-Life balance offered by the organizations.

The social quadrant scores highest when it comes to meeting employees expectations. Most employees (69%) are satisfied by the social esteem that they are getting from the organization. This could be, since most of the respondents of the survey were from premium Tier 1 company in India, but bonding within the organization scored low, over 47% of respondents said they bond with colleagues mostly over mails.

In the Spiritual quadrant, employees rated organizations high on Values & Ethics, and, Social responsibility, but when it comes to expression of faith/beliefs at the workplace, organizations scored low (only 30%). This again brings to the question that if organizations are shying away from allowing employees to bring their complete self to the workplace.

'Balance of Life' approach at the workplace requires organizations to have a holistic approach towards employees' development. organizations till now are doing in parts to help employees to have a better work-life balance. There is a need for organizations to shift gears, to change their approach from 'Work-Life Balance' to 'Balance of Life'.

The findings of the study carry a number of implications and research directions for academicians and business organizations for further investigation of the influence of 'Balance of Life' on employee well-being and organizational effectiveness.

Research Limitation:
The scope of the project is to study employees' views and it does not take in to account the views of the organizations.

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