



International Conference – 2025: Developed India @ 2047

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Empowering India's Workforce for Viksit Bharat 2047: The Role of Work-Life Balance and Progressive Work Culture in Shaping the Future

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Abstract

This article provides a brief introduction on the changes took place in work culture of organisations and impact on work life balance of employees and the importance of healthy work life balance & positive work culture for workforce to pave a way for India to become global leader by 2047. India is moving towards becoming a developed nation by 2047 and our journey from developing to developed economy lies with empowering workforce with effective work-life balance, positive and growing work culture. This is not only important but its our vision for becoming a Viksit Bharat. Organisation's productivity, employee's retention, job satisfaction depends upon work culture and work life balance of employees as well. If there is positive workplace environment and balance between employee's personal and professional life, then it will eventually lead to higher productivity, achievement of organisational objective and employee's personal objective. A progressive work culture and work life balance fosters ingenuity, innovation, and employee's well being. The government plays an important function in skill development, labour reforms, and employment policies, in addition to corporate social responsibility in stimulating employee friendly workplaces, that have notably contributed in shaping the future of workforce. This paper will be beneficial in understanding the changes in work culture, employee dynamics, it's overall impact on employees and also recommends for healthy work life balance of employees and provides a framework for progressive work culture that will ultimately leads to achieve our goal that is vision of Viksit Bharat by 2047.

Keywords: *Work Culture, Work Life Balance, Organisational Behaviour, Productivity, Workforce Empowerment and Viksit Bharat 2047.*

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India's biggest asset is our workforce, they are young, energetic, passionate, vibrant and dynamic, they are the backbone of our economy. India's youth represent our strength to become global leader by 2047, a developed economy. We need to channelise the energy and strength of our youth by taking into consideration the importance and need for a healthy work-life balance along with progressive work culture. Companies should lay emphasis on flexible working hours instead of judging them on rigid conventional assessment system. This will not only affect the productivity of the organisations but employees physical and mental health too. To achieve our goal of developed India by 2047, we need strong, skilled, healthy and motivated workforce in all the sectors. For this we need to prioritise work-life balance and foster positive work culture in organisations to attain greater productivity along with employees well-being. Work-life balance is the maintaining equilibrium between personal and professional life of an employees on the other hand work culture refers to collective attitudes, beliefs and behaviours of organisation's internal working environment. Workplace that has positive work-culture attracts skilled, talented individuals as in that environment individuals feels free to give their opinions, ideas result in higher employee's engagement unlike organisation's that has negative and toxic work culture reduces employees participation in decision making, affects retention rate and job satisfaction as a result employees absenteeism increases that hampers works because employees becomes stressed and their mental health suffers a lot in toxic work-culture as they are not able to cope in that environment full of pressure, lack of motivation and appreciation. If employee works in toxic work environment, the negativity transfers from their workplace to their home, affecting their family relationship and creates imbalance between work and life. Many times these can cause a hindrance in employee's career growth, restricting them to get promoted as they not able to achieve their work targets due to stress, decreases the morale of employees, lower their confidence, they started feeling that they are useless. Post 2020, there are significant shift in work-culture of companies, for example work from home, hybrid work models, heavy investment in digitalisation, flexibility also seen in organisations. The role of work-life balance and positive work-culture is crucial in shaping the future of our workforce.

Materials and Methods

In this research the data is collected from secondary sources. This research is based on use of literature available in the form of books, journals, reports etc. The approach followed in this paper is purely textual. The materials used in this research paper have at times been drawn from website and extreme care has been taken to be objective in approach.

Results and Discussions

Work culture is the collection of values, beliefs, behaviours, attitudes and practices that employees share in an organisation, it is also called organisational culture. It defines how the employee reacts or how they will approach towards their work. Work culture is created by the organisation with the help

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of policies, working style, strategies, management and leadership style. It is not something which is common in every organisation, workplace culture differs in every organisation. However, it can directly or indirectly influence the level of productivity of the organisation. Work culture is a broader concept which includes the concept of work-life balance. Work-life balance refers to managing a balance between personal and professional life so that neither work cannot affect the bond with family nor personal life problems can affect the level of productivity at the workplace. Work-life balance depends upon a lot of factors but one of the major factor is work culture or we can say organisational culture. If an employee working in a progressive work environment it will enhance the work-life of that employee and vice versa.

The Evolution of Work Culture and Work Life Balance in India

The concept of work culture and work life balance have evolved over the period of time. There is a significant shift in work culture, during pre-liberalisation period, the work culture was quite rigid with long working hours and least emphasis was given to employee's work life balance, only focus at that time was on job security. After the new economic reforms, MNC's entered in India, that resulted in generation of mass employment opportunities, they came with different, creative and new organisational approaches and work culture, which was more structured, formal, hierarchical in nature which resulted in work pressure and contributed in longer working hours. Later IT and BPO sectors have seen a rise in India, which results in modern flexible work arrangement like night shift etc which become a major concern for focusing on work life balance, and mental health of the employees. Pandemic has also contributed in changing India's work culture, which includes work from home, hybrid working models, flexible work hours, focus on employee mental health, arrangement of counselling sessions for employees, introduction of wellness programs, importance given to skill development of employees through micro learning programs, equal pay and equal opportunity to all irrespective of gender, religion, caste and inclusion of specially abled employees in the workforce. In addition to above points, for making personal life and professional career at par with each other, organizations went towards a more supportive and flexible work environment, which is seen than never before post 2020. Now emphasis is also given to work life balance of employees to restrict employee burnout at workplace. Huge investment on digitalisation is seen post covid and dependence on AI and automation have increased efficiency, helps in data analysis to enhance in decision making and creates room for innovation and increases productivity.

Factors Influencing Work Culture

1. The employee's own attitude, interest, perception, thinking, opinion, decision, belief and behaviour influence the work culture of the organisation.
2. Leadership style and management style also plays a very important role in influencing the work culture. The behaviour, attitude, decision, values etc of top management or leaders can cause changes to work culture. If former is positive and progressive latter will also be positive and vice versa.



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3. The hierarchical organisation's structure and centralisation gives less freedom to employees so that they can present their views and ideas and can participate in decision making, it also influences the work culture, if there were horizontal communication, also some level of decentralisation can increase employees participation and engagement and creates room for innovation.
4. Workforce diversity in any organisation is also a major factor that affect its work culture, the diversity in workforce promotes equality, opportunity for all, advocates creativity and respect for all. This influence the work culture in a very positive and progressive manner.
5. Organisational policies, strategies, work style, conditions etc influence the organisation work culture, if they are progressive in nature then ultimately organisation work culture will also be progressive and vice versa.
6. Motivation is the key factor that influence the work culture, if employees are rewarded for good performance through monetary and non- monetary incentives, rewards and recognition etc changes the employee's attitude, belief and opinion towards organisation.
7. Apart from internal environment, external environment also equally contributes in influencing the work culture such as market trends, competition, government policies, social factors etc.
8. Technology and communication channels used in the workplace influence the workplace culture.

Determinants of Work-Life Balance: work life balance is influenced by multiple factors that can be broadly grouped under the following heads that is individual, organisational and societal factors. These determinants impact how well an employee can manage their professional and personal responsibilities.

1. Individual Determinants

- a) **Time management abilities:** efficient organisation and prioritization are pivotal for harmonising professional and personal responsibilities.
- b) **Personal values and priorities:** some employees priorities career growth, while others value family time more.
- c) **Health and well-being:** physical and mental health of individuals impact once's ability and capacity to maintain a healthy balance.

2. Organisational Determinants

- a) **Workload and Job Demands:** a heavy workload and unattainable deadlines can disrupt work-life balance leading to stress, burnout and fatigue.
- b) **Workplace Culture:** an organisational culture advocates flexibility in work hours, work-life integration policies, reward and recognition etc can cater employee well-being and productivity.

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- c) **Progressive Leadership and Management Support:** a supportive supervisor that recognises and values work-life balance can make a significant difference in employee morale and job satisfaction.

3. Societal Determinants

- a) **Family and Social Expectation:** cultural tradition, societal duties and family obligations can shape how people balance work and life efficiently.
- b) **Technology and Connectivity:** constant connectivity through e-mails and work calls can make it difficult to separate work and personal life, leading to blurred boundaries.
- c) **Economic Conditions:** financial instability can compel employees to work long hours to ensure they can make their basic needs, potentially creating a disparity between work and personal life.

Role of Progressive Work Culture

- 1. **Encourage Learning and Growth:** a progressive work culture facilitates learning and growth of employees with the help of guidance provided by leaders, skill development and training programs, which further results in advancement in career growth.
- 2. **Enhancement of Productivity and Job Satisfaction:** organisations that focuses more on flexibility, inclusivity and work life balance may gain higher job satisfaction and implementation of hybrid work models, mental health programs and employee's appreciation may uplift morale and efficiency.
- 3. **Promote Innovation and Creativity:** open ended discussions, diversity and autonomy stimulates innovation and creativity.
- 4. **Foster Diversity, Equity and Inclusion:** progressive work culture promotes diversity, equity and inclusion makes a positive environment where employees of different backgrounds may feel valued, honoured, appreciated and empowered.
- 5. **Improve Employee Retention and Human Resource Acquisition:** progressive organisational culture plays a pivotal role in both retaining employees and attracting skilled talent by promoting a workplace that prioritizes employee's overall well-being, growth, opportunities, inclusivity and work life balance.
- 6. **Build Strong Corporate Reputation:** a modern flexible culture enhance a companies corporate reputation by fostering a positive work environment that focuses on employee well-being, ethical business practices, inclusivity, innovation and corporate social responsibility.

Role of Healthy Work-Life Balance

- 1. **Fosters Physical and Mental Health:** excessive work pressure can result in exhaustion, heightened stress and worry, potentially elevating risk of long term ailments such as cardiovascular problems, high blood pressure and mental health conditions like depression, distress and anxiety etc. A well-balanced approach to life and work which includes adequate rest, physical activity etc may contribute to overall well-being of employees, further enhancing and promoting both physical and mental health.



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2. **Improves Productivity and Efficiency:** extravagant work pressure can diminish concentration, creativity and overall effectiveness. When employees have adequate personal times, they return to their work rejuvenated and inspired which will lead to increase productivity and improve work quality.
3. **Strengthens Relationship and Social Life:** investing time with loved ones contributes to deeper relationship, emotional backing and overall satisfaction in personal and professional life. Maintaining a balance between work and personal life enables the employees to nature personal connections, reducing the feeling of isolation and stress.
4. **Enhance Job Satisfaction and Retention of Employees:** organisations that promote work life balance experience lower turnover rates, as employees feel appreciated, valued and motivated. When employees can successfully manage their work and personal lives, they tend to be more committed and involved in their respective task.
5. **Reduces Absenteeism and Healthcare Expenses:** overworking leads to fatigue and burnout and health issues, increasing sick leaves. A healthy work life balance helps in reducing stress related illness lowering health cost for both employees and employers.
6. **Encourages Personal Growth:** a well-rounded life enables opportunities in self improvement, hobbies and personal growth, which can boost creativity and enhance skills in problem solving and decision making. Engaging in activities beyond your job uplift overall happiness and satisfaction.

Comparison Between Indian Work Culture and Western (American) Work Culture

Indian work culture structure is hierarchical, as subordinates are accountable to their superiors and includes top to bottom decision making along with that strong encouragement on personal relationships. A more importance is given to work commitments over personal goals and involves flexible approach to time management along with collective teamwork and harmony and here the communication style includes a more indirect and implicit communication, where as in western, work culture includes flatter organisational structure with focus on participation of all employees in decision making, in addition to collaborative decision making and further professional relationships focus on task. Here a greater focus is on achieving healthy balance between work and life and involves a more structured and adherence to schedules in addition to above it also includes individual autonomy and achievement oriented, a greater emphasis is on direct and explicit communication.

Findings and Conclusion

Findings of the research are as follows:

1. As people have become more involved in their careers for seeking financial stability, they tend to spend more time at work than at home.
2. A greater share of workforce assert having a unbalanced work-life and at the same time the same report family as top priority. This indicates that individuals are willing to have a healthy work life balance, however they do not have as a result of heavy workload pressure.


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3. With rapid improvement in gender diversity in the work force, with most of the members of the family are working, it compels the employees to be engaged more at work than at home.
4. Strong organisational support harmonises work and life and a flexible work culture.
5. There is always a conflict with respect to the level of engagement between work and personal life.
6. Leadership and management style determines compatibility between managers and employees.
7. A progressive work culture influences employee retention, job satisfaction, productivity, turnover as well as talent acquisition.
8. A healthy work life balance is created and managed via strong organisational support system which develops through organisational culture (Rife & Hall, 2015).
9. A supportive work culture facilitates strong work-life balance which further enhances physical and mental well being of individuals, ultimately leading higher productivity.
10. There is no direct link between GDP and working hours. ILO (International Labour Organisation) reports suggest that countries with shorter working hours often enjoy higher per capita GDP. For example nations like Norway (33.7 hours) and Netherlands (31.6 hours) maintain shorter working weeks while prioritizing employee well-being. Conversely countries like India and Bhutan have longer working hours but low per capita income.
11. As per recent research by SHRM (Society for Human Resource Management) reveals that 64% of the Indian workforce are more likely to remain in the same company given the work culture of the organisation is healthy.
12. The economic survey 2023-2024 found that employees with good relationship with their superiors, managers and peers had 33% better mental health than those workplaces where there is no compatibility or have poor relationship between subordinate and superior.
13. The economic survey 2023-2024 revealed that mental health disorders affect approximately 10.6% of adults in India, therefore mental well-being is not only personal issue but an economic issue, the share of mental health disorders are more in urban areas than rural areas.

In this research paper we conclude that there is a direct correlation between work culture of an organisation and work-life balance of employees. Moreover, a toxic work culture can affect mental health of employees, leads to depression, anxiety, emotional instability and even mental health disorders. Progressive work culture fosters employees well-being as well helps organisational to attain its short term and long term goals. Long working hours have now become the new normal due to heavy competition in the market, the practice of overworking while cutting costs leads to stress and burnout of employees. Public sector organisations offer more supportive work environment than private sectors as the main objective of private sector is to maximize profits. CSR strategies must include improvement in workplace culture and implementation of work life polices in organisation for the wellness of employees. India's biggest strength is our dynamic youth, in order to become a developed nation by 2047 we must understand the importance of progressive work culture in



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organisations and healthy work life balance of employees. In order to achieve progressive work culture and healthy work life balance of employees, organisations must incorporate different policies that addresses the grievances in the path of attaining flexible work culture and strong work-life balance. Among them, some are discussed in the following that is open ended communication, inclusivity and flexibility, hybrid work models, and to boost morale and improve efficiency of the employees of different companies, organizations need to encompass above stated points in addition to employee appreciation and recognition policies that would result in enhanced and higher productivity facilitating the vision of viksit bharat (2047) of Our Honourable Prime Minister Shri Narendra Modi.

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