

An Empirical Study Of Work Life Balance On It Sector Employees In Hyderabad

Dr.B.Madhavi Latha

Associate Professor,

Sarojini Naidu Vanita Maha Vidyalaya,

Exhibition Grounds, Nampally,

Hyderabad-500001.

Ph. 9701513456.

madhavi_pranav@yahoo.com

madhaviyashasvi@gmail.com

Abstract

Work-life balance has been conceived in various ways. However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are Achievement and Enjoyment. As Hyderabad became IT hub, the present research paper is an attempt to identify the common factors leading to WorkLife Balance of IT sector employees in Hyderabad. The study had undertaken in five IT organizations in Hyderabad. Total 250 sample were collected from all five IT firms. Few dimensions related to work life balance like employee's personal needs, social needs, work related, compensation, team work and WLB strategies of the organizations were taken for the study.

Keywords

Work Life Balance, Personal life, WLB strategies, Personal needs, and Social needs

I. Introduction

While in the pastoral and agrarian societies work and life were integrated, the industrial revolution brought about divorce between the two. Each had its own requirements, often in conflict with each other. Then the demand to have some balance between the two was voiced, especially by women employees. During the 1960s and 1970s, employers considered work life balance mainly an issue for working mothers who struggled with the demands of their jobs and raising children. During the 1980s, recognizing the values and needs of their women contributors, pioneering organizations such as Merck, Deloitte and Touche, and IBM began to change their internal workplace policies, procedures and benefits. The changes included maternity leave; employee assistance programmes (EAPs), flextime, home-based work, and child-care referral. During the 1980s men also began voicing work-life concerns. By the end of the decade, work-life balance was seen as more than just a women's issue, affecting men, families, organizations and cultures. The 1990s solidified the recognition of work-life balance as a vital issue for everyone-women, men, parents and non parents, singles and couples. This growing awareness of the central importance of the issue resulted in major growth in attempted work-life solutions during this decade.

Work-life balance has been conceived in various ways. However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are Achievement and Enjoyment, ideas almost deceptive in their simplicity:

1. Work-life balance is persons' control over the conditions in their workplace. It is accomplished when individuals feel dually satisfied about their personal life and their paid occupation. It mutually benefits the individual, business and society when a person's personal life is balanced with his or her own job.
2. Satisfaction and good functioning at work and at home with a minimum of role conflict.
3. Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

Work-life Balance and its Effect

Work-life balance not only affects the individual, but also affects the organization. Therefore today solving work-life balance conflict is the concern for all growing organizations and can be taken as a part of organizational development.

➤ Benefits to the Organization

1. Increase in individual productivity, accountability and commitment
2. Better teamwork and communication
3. Improved morale
4. Less negative organizational stress

➤ Benefits to the Individual

1. More value and balance in daily life
2. Better understanding of the best individual work-life balance
3. Increased productivity
4. Improved relationships both on and off the job
5. Reduced stress

Work-life Balance also results in

1. Reduced absenteeism
2. Reduced turnover
3. Reduced overtime cost
4. Increased production
5. Client retention and most of all
6. Satisfaction among the employees (monetary and non-monetary)

This would, in turn, help the organization as well as individuals to grow and fulfilling their needs. This would benefit in improving work culture and creating conducive work environment.

II. Review of Literature

Amita Singh (2010), had done a research work on perceptions of work life balance policies among software professionals in Hyderabad. She focused on the awareness of WLB policies and to measure their perceived importance. The author concluded that the level of awareness

of WLB policies were on the moderate or low level. It is also observed that large number of policies was perceived to be important therefore the organizations have to focus upon developing and implementing such policies. According Shiney Chib (2011), work life balance is prioritizing between work (career and ambition) on one hand and life (pleasure, leisure, family and spiritual development) on the other. This study focused on 500 IT Professionals in Nagpur city and observed that a moderate to high level of work life balance exists among IT professionals of Nagpur city. Pandu A, Balu A and Poorani K (2013) had done a survey on work life balance issues among women Information Technology and Information Technology enabled services sector professionals. From the sector wise regression analysis it is found that feelings about work, family dependents and absence from work are strong contributors to balance for an employee. It was also observed that there was no significant relation between work environment and work life balance. Divya and others (2010), studied the work life balance of IT women belonging to the age group of 20-35. The study focused on the hazards and problems women face in family life and at work. The main factors causing work life imbalance are psychological, cognitive and organizational climate in IT sector.

Padma and Sudhir Reddy (2013), aimed to find the impact of demographic factors of school teacher (age, qualifications, experiences, gender and the classes they teach) and their work life balance (WLB). The results revealed that there is significant difference in the perceptions of work life balance among genders. Therefore they recommended the school managements to provide special facilities to female school teachers in order to enable them rightly balance the two important aspects of their life. John and Marina Paul (2018) highlights the work and life balance issue among the school teachers. They found that work and life imbalance was existing in academics unlike other professions though the severity is less. This is more visible among male than female teachers. Deepak Chawla and Neena Sondhi (2011) had done a survey on 75 school teachers and 75 BPO Women professionals and found that organizational commitment, job autonomy and perceived work overload were strong contributors to a sense of balance for an employee. The supportive work places help employees to manage their roles which will have a spillover effect on commitment and low attrition rate and at the same time enhance individual's work life balance. According to Mohd Abdul Nayeem and Manas Ranjan Tripathy (2012) the work and personal aspects of life offer greater challenges to employees. They had done a survey on teachers of technical institutions and found that work life balance is a major contributor towards job satisfaction and also concluded that male teachers felt more burnout than female teachers. Saritha Madipelli, Veluri Sharma V.S and Chinnappaiah, (2013) in their research paper found that teachers felt stress because of too many work demands, working conditions and long working hours. Women with multiple tasks at home and work places lead to work life imbalance. The attitude, marital relationship and cooperation of husband and family members were highly influencing factors towards imbalance of working women. Konda suguna and Vandhana.R (2013), identified different personal motives and its priorities with respect to work life balance among teaching professionals belonging to different demographic profiles. It is evident from the study that the teaching staff of government and non government is not much

exposed to work life balance practices. Hence there is a need for designing such policies and programmes to enable the teaching community to balance their work and personal life needs. John and Marina Paul (2018) highlights the work and life balance issue among the school teachers. They found that work and life imbalance was existing in academics unlike other professions though the severity is less. This is more visible among male than female teachers.

III. Research Methodology

The study is undertaken in select IT firms of Hyderabad. IT firms were chosen from Fortune 500 companies list (2018) available online. Five companies were chosen for the present study. From the top twenty companies available in the list, the top most Indian firms were chosen for the study (Company names kept confidential). The sample size of 250 employees was randomly considered for the study purpose. From each organization 50 responses were collected for the study. From all five organizations, 250 samples were considered for the analysis purpose. The study is Exploratory, Descriptive and Analytical in nature. A structured questionnaire is administered on the employees of the organization for primary data. The questionnaire is divided into two parts. The first part of the questionnaire will consists of demographic profile of the respondents and the second part is pertaining to Work Life Balance related questions. The questions can be broadly divided into dichotomous, rating and open ended. The sources of data include primary and secondary data. A number of constant visits were made to companies and every effort was made to collect the data. A pilot study has conducted in the above highlighted organizations then the main survey has conducted in the above firms. Therefore, the total of five organizations was included in the sample. The collected data has analyzed through SPSS statistical package.

Sources of Data

- **Primary Data**

The primary data will be collected in the form of a structured questionnaire from various employees of the selected organizations in Hyderabad.

- **Secondary data**

For collecting secondary data, various management Journals, magazines and reports, internet websites like EBSCO, EMERALD, INDIASTATISTICS will be referred.

Based on the literature available the following objectives are framed for the study.

Objectives of the Study

1. To study the concept of work life balance and to identify the common factors leading to work life balance of IT professionals in Hyderabad.

IV. Data Analysis

The reliability of the data is tested through Chronbach's alpha test which resulted a very high value i.e. 0.991. Hence the data is highly reliable.

Table.1 Reliability Statistics

Cronbach's Alpha	Number of Items
.991	48

Table.2 Demographic Profile of the Employees

SI No	Demographics	Options	Frequency and (%)
1.	Gender	Male	55.2
		Female	44.8
2.	Age	21-30 Yrs	67.2
		31-40	25.2
		41-50	6.8
		Above 50	0.8
3.	Qualification	Professional	5.6
		PG	26.4
		Graduation	67.6
		Inter/SSC	.4
4.	Annual Income	Below 2,00,000	13.6
		2,00,001-4,00,000	17.2
		4,00,001-6,00,000	25.2
		Above 6,00,000	44.0
5.	Experience	Less than one year	13.2
		1-5 years	44.8
		5-10 years	24.4
		Above 10 years	17.6
6.	Marital Status	Yes	52.0
		No	48.0
7.	Number of Working Days in a Week	5 days	92
		6 days	4
		All Weekdays	4

(Source: Primary Data Collected through Structured Questionnaire)

Table 2 reveals that the majority of the respondents 55.2% are male in gender where as 44.8% are female. Majority of the employees are having 21-30 years of age i.e 67.2% and 67.6% of the employees are graduates whereas 26.4% are Post graduates. 44% of the employee's annual income is above 6,00,000 whereas 25% of the employees are in between 4L-6Lakhs. Majority of the employees i.e 44.8% are having experience of 1-5 years and

24.4% are having 5-10 years. 52% of the employees are married and 48% are unmarried. Majority of the employees i.e. 92% felt the numbers of working days in a week are 5 days.

Factor Analysis

To identify the common factors leading work life balance, the factor analysis conducted for 250 samples which were drawn from all five organizations. The factors are considered basing on two criteria. i) The eigen value is greater than one ii) The factor loadings greater than 0.5 when rotated are considered for the study. The Table No.4 illustrates the eigen values, variances, cumulative variances and factor loadings of the attributes undertaken by the study. The factor analysis, KMO test and Bartlett's test of sphericity had done for all attributes undertaken for study. From Table No.3 below, it is observed that the KMO measure of sampling adequacy is 0.968 which is very high and shows that the data presented is suitable for factor analysis. The Bartlett's test of sphericity is significant ($p < 0.001$), indicating that sufficient correlation exists between the variables.

Table No.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.968
Bartlett's Test of Sphericity	Approx. Chi-Square	12077.742
	Df	1035
	Sig.	.000

Table No.4 Various Statements and their Eigen Values and Factor Loadings

Sl No	Components	Initial Eigen Values			Factor Loads	
		Total	% of Variance	Cumulative %	Factor I	Factor II
1	I do exercise and take care of my health	33.148	72.061	72.061	.670	.390
2	I can comfortably fulfill the basic requirements of family	1.516	3.297	75.358	.811	.290
3	I help children in preparing for their exams and attend PTM at school	.998	2.170	77.528	.722	.365
4	I get opportunity to enjoy holidays with family	.870	1.891	79.419	.718	.429
5	I find time for sick partner /	.778	1.692	81.110	.814	.364

	child / parents					
6	I get time to attend financial obligation	.734	1.595	82.705	.727	.475
7	I can adjust working schedule to attend life priorities	.632	1.374	84.079	.761	.420
8	I get time to meet social emergencies	.537	1.168	85.247	.769	.427
9	I participate in community activities and attend to religious commitment	.510	1.108	86.355	.537	.654
10	I get time to host and attend parties	.491	1.067	87.422	.697	.512
11	I find time to spend with family and friends	.433	.942	88.364	.753	.462
12	I get time to contribute for social advancement of poor and needy	.419	.910	89.274	.674	.545
13	I am able to meet deadlines at work	.389	.846	90.120	.771	.395
14	I manage more than one project at a time	.345	.749	90.869	.705	.416
15	I am maintaining good energy levels at the end of the day	.303	.659	91.528	.712	.461
16	I often carry work to home	.289	.628	92.156	.644	.455
17	I prefer working alone, rather in team	.272	.591	92.747	.545	.556
18	I enjoy the privileges offered by the organization	.246	.534	93.280	.661	.587
19	I love to do work without any stress	.233	.507	93.788	.708	.443
20	I am clear about the objectives of job	.225	.490	94.278	.690	.531
21	I am able to meet expectations of superiors and seniors	.221	.480	94.757	.732	.466
22	I enjoy my job	.192	.418	95.175	.676	.563
23	I have access to mobile and net for family emergencies	.184	.400	95.576	.722	.368
24	I am comfortable with	.168	.366	95.942	.689	.480

	travelling time to the organization					
25	Organization provide flexible working hours to employees	.158	.343	96.285	.748	.437
26	I am satisfied with holidays	.153	.332	96.617	.646	.559
27	I can able to share my job when there is necessity	.144	.313	96.930	.663	.526
28	I am satisfied with salary paid by the organization	.139	.302	97.231	.388	.815
29	I get my expenses reimbursed	.125	.271	97.503	.453	.738
30	I get paid for extra efforts in the organization	.119	.258	97.761	.333	.853
31	I am satisfied with non monetary benefits provided by the organization	.111	.242	98.003	.373	.825
32	I am satisfied with working conditions of the organization	.101	.219	98.222	.563	.688
33	I am comfortable with reward system existing in the organization	.095	.207	98.429	.342	.840
34	I am satisfied with recreational programs organized	.086	.187	98.616	.475	.737
35	I meet the expectations of my colleagues and workmates	.079	.171	98.787	.781	.473
36	I experience work pressure while doing a group task	.073	.159	98.946	.736	.454
37	I share the work with colleagues when needed	.070	.153	99.099	.745	.518
38	I prefer doing all assigned jobs in a team	.061	.134	99.232	.751	.511
39	I work for extra hours to get my work done	.058	.126	99.358	.662	.537
40	I am aware of WLB strategies existing in the organization	.055	.121	99.479	.677	.593
41	Organization provides family friendly policies that help me fulfill my family	.051	.112	99.590	.560	.731

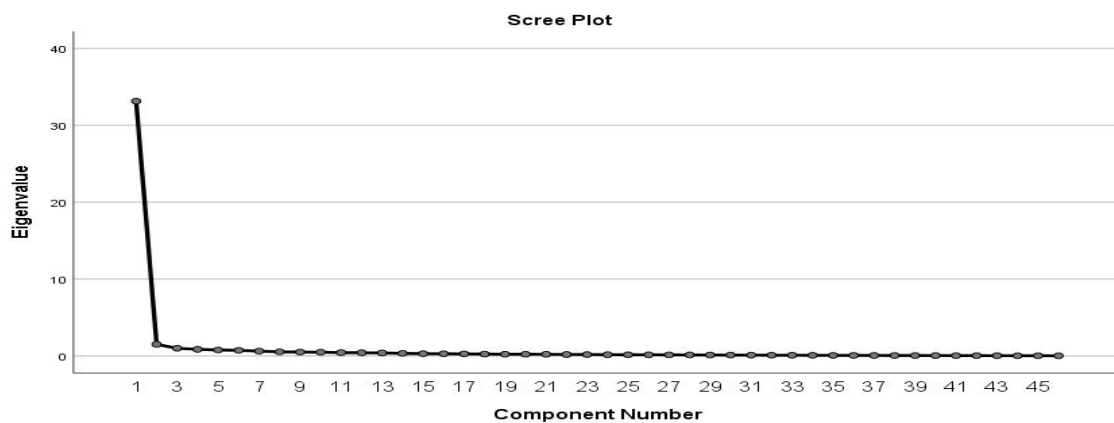
	commitments					
42	I can access flexi work schedule in my organization	.049	.107	99.698	.628	.617
43	WLB policies implemented in my organization make my job easier	.041	.088	99.786	.598	.668
44	All the employees are aware of WLB policies of the organization	.037	.081	99.867	.561	.719
45	Employees can access work from home option	.034	.073	99.940	.548	.701
46	The employees are expected to adhere to and sign the WLB policy	.028	.060	100.000	.633	.611

(Extraction Method: Principal Component Analysis)

Factor I has thirty three variables which includes personal needs of the employees, social needs of the employees, work related attributes, team work related attributes and few of Work Life Balance Strategies of the employees like flexi work schedules.

Factor II has thirteen variables which includes compensation, working conditions of the organization related and Work Life Balance strategies of the organization.

Figure No.1 Scree Plot for the Factor Analysis



V. Conclusion

In the present day scenario human capital is more important than technological and financial factors in the organization. Therefore it is very important to organizations that their employees have to balance their work life and personal life. In this paper an attempt is made to study the various factors contributing to work lifebalance of the IT sector employees in Hyderabad. Six aspects like personal needs, social needs, work related, team work, compensation and Work Life Balance strategies of the organization had taken for the

study. The main factor contributing to balance work and personal life is employee's personal, social needs, work related and team work related aspects. The second factor leads to compensation, working conditions prevailing in the organization and few of Work Life Balance strategies of the organization. This conveys that the IT firms have to give priority to various aspects of employee's personal and social needs, work related and team work related aspects to help them maintain a balance between their personal and work life.

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