

# WORK LIFE BALANCE AND INFORMATION TECHNOLOGY INDUSTRY IN BANGALORE

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**Abstract:** Information Technology industry is the core industry in the current scenario and its playing an important role in India. India is considered one of the biggest IT capitals and all major IT players have their presence in India. Bangalore is the IT hub and largest IT exporter of India and it is known as the silicon valley of India. This paper explains about the work domain, family domain, conflict domain, work life balance of IT employees working in Bangalore. The primary data for the study are collected through questionnaires and personal interviews and secondary data through published journals, reports, research papers from different IT related sites from the internet.

**Index Terms** - Work life balance, Work Domain, Family Domain, Conflict domain

## **I Introduction:**

Work life balance means ability of a person to balance his / her personal and professional life, that is ability to balance work life and family life without any conflict. Work life balance gained importance in the recent past, especially in the developing countries. Work life balance affects both the genders. The term work life now extends to include other life activities like study, exercise, community work, hobbies, care of elderly as well and not just the care of dependent children as was recognised under the term 'work/family'. Work life balance has become a subject of concern for both research scholars and business leaders in view of the contemporary, demographic, technological, market and organisational changes associated with it.

## **II Work Life Balance in Information Technology Sector**

Lakshmi Narayanan and Savarimuthu (2015) has studied, 'Work-Family Conflict, Family-Work Conflict as Predictors of Work-Life Balance among Women Employees Working in IT industries'. They have covered the IT sector, covering a sample size of 308 employees.

The results from the study was it was observed that the work interfered with family more than family interfered with work which has been supported by various studies conducted in this area earlier. There can be many knock on effects for organizations in many areas as a result of employees experiencing work-family conflict. Work family conflict has been found to be associated with decreased employee job satisfaction increased staff turnover and International Conference on Technology and Business Management March 23-25, 2015 638 absenteeism, lower performance and increased job stress levels and intention to leave the organization. According to a major Canadian study conducted by Lowe (2005), 1 in 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. As more and more women are joining the IT workforce they have to confront problems like long working hours, lack of job security, lack of supervisor, co-workers, and social support, work demands or overload, work-role conflict, work-role ambiguity, job dissatisfaction. All these factors and extensive use of communication technology have contributed to high level of work-family conflict among the women workforce.

The findings clearly indicated that work-life balance issues were of major concern to the women employees working in IT industries. Furthermore, it was found that high job involvement, job demands, lack of career opportunities were some of the sources of dissatisfaction which led to high levels of work-family conflict which in turn has contributed to work-life imbalance among women working in IT industries. The IT companies has to address the issue of work-family in a more holistic manner, examining both the immediate and long-term consequences for employees as well as the organization else women employees who are currently working with the organisation might transmit a negative image of the company to their acquaintances and to potential applicants hence the organisations must become fully aware of the issues of work-life balance of women employees and act upon it.

## **III Aim of the Study**

The aim of the study is to find out work life balance among IT employees. The predominant area of research on work and family domain is how work interferes with family and family interferes with work. Work-family issues have become an area of study in the Western

countries and this seemed to be a clear and distinct lack of focus in India (Rajadhyaksha, and Smitha, 2004) theoretically and empirically. The study has taken into consideration two domains, Work Domain and Family Domain. While much has been written about work-life balance, most studies do not explicitly define the concept. Greenhaus, Collins & Shaw (2003) defined work-family balance as “the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role” (Greenhaus et al., 2003). Achieving work-life balance may be a priority and desire of an individual employee; however, it’s not his or her sole responsibility. Work-life balance issue has become important for organisations to consider (Tenbrunsel et al., 1995). Employers being the advocates of setting norms and conditions at the workplace are considered to be the facilitators of combining work and family of employees. Whereas ensuring a high level of customer service delivery has become a key priority for any organizations. Meeting and exceeding customer expectations through delivering on the brand promise is crucial to achieving the goal of long term committed customers. In the context where managing the two roles of an individual’s life (work and family) has become difficult in dual-career families, this study would help the organisation to suitably recast their human resource policies.

#### **IV Statement of the Problem**

Over the past few decades, a dramatic change has occurred in the labour market and demographic profiles of employees. Families have shifted from the traditional male ‘breadwinner’ role to dual-earner couples and single parent families. Work-life balance is a broad and complex phenomenon, lacking in a universal definition.

Greenhaus and colleagues define work-family balance as the “extent to which an individual is equally engaged in -and equally satisfied with- his or her work role and family role”. Work Life balance has three components, Time balance, Involvement balance and Satisfaction Balance. To achieve work life balance, these components should be considered. Therefore, the study has taken two domains into consideration, Work Domain and Family Domain. The work domain consists of three variables such as work demand, Involvement and support and family domain consists of three variables such as Family demand, Involvement and support. When individuals struggle to maintain and satisfy the demands placed on them by both the work and family domains, an imbalance may occur.

#### **V Objective of the Study**

Based on a thorough study of previous literature related to the work and family conflict, the research gap has been identified and work family balance model was developed with the following objectives and hypotheses.

1. To study the various socio-economical profile of the respondents belonging to the various IT sectors.
2. To explore the direction and the relationships among the different types of conflict (work home interference and home-work interference)
3. To measure the impact of each of the selected dimensions of WFC and FWC.
4. To study the significant difference existing between the perception of respondents with respect to the selected dimensions of Work demand, Family demand, Work Family Conflict, Family Work Conflict, job satisfaction, and work life balance.
5. To measure the effect of each of the selected dimensions and its effect on job satisfaction, work life balance.
6. To offer suggestions if needed.

#### **VI Review of Literature**

The following section presents a theoretical review on the work and family role characteristics and the bi-directional nature of work-family conflict. Work-life conflicts exist when the line separating the work and personal/family activities becomes diffused and blurred. This work-life conflict can originate in the home or in the work environment (Frone, Yardley and Markel, 1997). Work-life conflict is often the result of having too many things to do and too little time in which to do them (Greenhaus and Beutell, 1985; Voydanoff, 2002) since work schedules tend to be less flexible than personal schedules (Eagle, Miles and Icenogle., 1997).

Consequently Greenhaus and Parasuraman (1999) found that work is more likely the cause of work-to-life conflicts. Work and life cannot be treated as separate domains. Changes in one almost always affect the other. Spending more time with family, for instance should require spending less time working. The above situation becomes grimmer when according to some writers, irrespective of the antecedents of the work-life and life-work conflicts; an increase in one typically leads to decreased in the other (Frone et al. 1997).

**Eileen Drew and Eamonn M. Murtagh (2016)<sup>1</sup>**, has studied, ‘Work/life balance: senior management champions or laggards?’ They have covered Major Irish Organization – Male and female managers. 133 women managers, 133 male managers were taken as random sample. The variables involved were ‘Take-up of flexible working time arrangements, Impact of flexible working arrangements on career/promotion prospects’. This study was initiated as a consultancy project on behalf of a major organisation that would be regarded as a flagship company for promoting gender equality, diversity and work/life balance among its employees. The results of the

in depth case study approach, drawing upon a survey, interviews and focus group discussions with senior managers, support the findings of the international and national literature in relation to concerns about the potentially disruptive and negative impact of work/life balance practices. A key message to emerge from senior management is one of frustration with the prevailing long hours, a pattern noted an earlier national study (Drew et al., 2003). Even at a senior level, managers felt unable to control their time and work flow or to demonstrate by example how to work “normal” hours. Not surprisingly, there was little enthusiasm or support for “atypical” home working, reduced hours or even parental leave. While realising that work practices are not conducive to work/life balance, there was also a strong “fear of the abyss” – no senior managers wanted to “break rank” or to experience a surge of requests from their own staff for more flexible arrangements. Whilst more positive about seeing the need for work/life balance, women in senior management were as aware as their male counterparts of the adverse consequences of take-up as signalling the end of further managerial career aspirations. This reiterates the findings of national (Humphreys et al., 1999) and international studies (Wajcman, 1999). While the paper presents the findings in one major organisation, the study clearly represents a major contribution to our understanding of the factors that inhibit the adoption and promotion of work/life balance by senior managers in other organisations/sectors. It also demonstrates that while there is a willingness to discuss and countenance more flexibility there are serious negative perceptions about such arrangements that might contribute to work/life balance for managers and staff.

**Sarah Michelle Hutnek (2016)<sup>2</sup>**, has studied ‘The Impact of Cultural differences On Human resources policies of Multinational companies’. The focus of this study was on the application of Hofstede’s theory to two prominent international companies General Electric and Royal Dutch Shell Plc., as well as the impact on their human resources policies due to these international cultural variations. The study revealed that Shell and GE represent just two examples of multinational corporations and the challenges they faced with corporate and national cultural differences. The role Human Resources has played in solving these challenges was critical in developing the image of the organizations as they are today. With the increasing importance of corporate social responsibility and sustainability efforts, these solutions have been focused on the firm and its effective interaction in the global arena. Profitability, as a result, has steadily increased as more and more consumers place a value on responsibly operating organizations. These two companies illustrate what is happening on a much larger scale. As companies seek to improve cultural awareness and operate on a much more ethical and responsible level in every nation they operate in, the international gap is slowly being bridged. It is now much easier for companies to operate in nations much different than the base country. It is now much easier for companies to adapt to these local environments and play an essential role in developing economies. As Human Resources departments develop new and innovative ways to handle differences at nearly every level, they are also helping to integrate CSR into the overall business strategy, and in effect, increase a company’s profitability the ultimate end goal of any for profit organization. The variables found were Corporate Social Responsibility, cultural differences and conflict.

**TarunaYadav, Sushma Rani (2015)<sup>3</sup>**, discussed on ‘Work life balance: challenges and opportunities’. The variables found were ‘Work Life Balance, stress factors, Productivity, work life conflict’. The discussion reveals that in actuality, WLB can be measured as the key driver of a human being’s profession decision. Many organizations are aware of the actuality and have taken practical steps to improve their HR strategies and generate an enabling atmosphere. Future research agenda could be to understand if WLBP are able to reduce work-family conflict and if really add to company bottom line. Efforts should be taken to understand if employees perceive their organisations providing these policies to be family-friendly and whether the culture of the company is supportive towards using such programs. This paper is just an attempt to set the base for further research in this area in the Indian context.

**Lakshmi Narayanan and Savarimuthu (2015)<sup>4</sup>** have studied, ‘Work-Family Conflict, Family-Work Conflict as Predictors of Work-Life Balance among Women Employees Working in IT industries’. They have covered the IT sector, covering a sample size of 308 employees. The variables involved were work life balance and women employees working in IT sector, Concept of work – family conflict, concept of family-work conflict. The results from the study was it was observed that the work interfered with family more than family interfered with work which has been supported by various studies conducted in this area earlier. There can be many knock on effects for organizations in many areas as a result of employees experiencing work-family conflict. Work family conflict has been found to be associated with decreased employee job satisfaction increased staff turnover and International Conference on Technology and Business Management March 23-25, 2015 638 absenteeism, lower performance and increased job stress levels and intention to leave the organization. According to a major Canadian study conducted by Lowe (2005), 1 in 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. As more and more women are joining the IT workforce they have to confront problems like long working hours, lack of job job security, lack of supervisor, co-workers, and social support, work demands or overload, work-role conflict, work-role ambiguity, job dissatisfaction. All these factors and extensive use of communication technology have contributed to high level of work-family conflict among the women workforce. The findings clearly indicated that work-life balance issues were of major concern to the women employees working in IT industries. Furthermore, it was found that high job involvement, job demands, lack of career opportunities were some of the sources of dissatisfaction which led to high levels of work-family conflict which in turn has contributed to work-life imbalance among women working in IT industries. The



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**Parul Agarwal (2014)<sup>5</sup>** has done a study of Work Life Balance with Special Reference to Indian Call Center Employees. The article covers the Indian call centre employees with a sample size of 200 employees. The variable involved were impact of globalization on work life balance. The findings are Work-life programs have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge particularly during the difficult economic times. In today's global marketplace, as ITES firms aim to reduce cost, it is necessary to understand the critical issue of work-life balance and to champion work-life programs. This would offer a win-win situation for employers and employees.

**Rashida Banu (2014)<sup>6</sup>**, has studied the Development of an instrument to measure work life balance of it professionals in Chennai. She has covered the IT sector in Chennai. She has covered a sample size of 50 employees. The variables involved were Work place support, Work interference with personal life, work life interference with work, satisfaction with work life balance, improved effectiveness at work. The results states that, Unlike traditional occupations and professions of the Indian middle-class, such as teaching, banking or government positions, which are more grounded in local contexts of time, space and place, IT professionals encounter mercurial swings in both global and local cycles and events, almost on daily basis. Salary, status and other benefits promote high commitment to work and long working hours where necessary. Various mobilities coupled with temporal and physical separation of work were seen to compound the blurring of boundaries between work and family spaces. Issues of stress and burnout are often ignored by workers themselves. Although some functional level of stress is necessary to improve employees performance, high or low level of stress is the cause of actions of management. The solution lies with sound planning at individual level and initiatives from the organizations to aid productivity of the new age employees. Work-life balance of an employee is as important for the employing organizations as it is for individual employee. Work-life balance of an individual employee when viewed collectively for the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational performance. Those who had satisfactory work-life balance with the assistance of the policies implemented by the employing organization, tend to be more effective at work. This five dimensional scale developed with 46 statements can be used to understand the employee perceptions of work and personal life balance and to evaluate the effectiveness of work life balance programs provided by IT organizations, which in turn can impact the HR manager to understand the critical issues of work-life balance and champion work/life programs. The strength of this study is the use of multiple samples from different IT organizations which itself may be a limitation in the sense that all the respondents may not have experienced at juggling multiple life roles.

## VII Research Methodology

The research objective for the present study includes exploration and description. The exploratory research enables the researcher to gain insight into the research topic, to clarify central concepts and construct and develop methods, which have to be employed in the study. The descriptive research allows the researcher to measure and report the occurrence with which specific variable occurs in the sample to present an image of the facts of a condition or relationship. A good research strategy requires careful planning and a pilot study will often be a part of this strategy. A pilot, or feasibility study, is a small experiment, designed to test logistics and gather information prior to a larger study, in order to improve the latter's quality and efficiency. A pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these can then be addressed before time and resources are spent on large scale studies.

A pilot study is normally small in comparison with the main experiment and therefore can provide only limited information on the sources and magnitude of variation of response measures. A pilot study can provide adequate data on variability for analysis. The pilot study may, however, provide vital information on the severity of proposed procedures of the study. Therefore, the pilot study was conducted with the help of the structured questionnaire which was administered among the sample of 50 respondents. The results of the pilot study are discussed in the following sections.

**Table 1 Reliability Score**

Code	Name of the Dimension	Cronbach Alpha
1	Work Life balance	0.828

### VIII Sampling Method

The study is descriptive in nature, with the sampling method of simple random sampling. The population of the study are the Information Technology Employees, who are working in different IT parks in Bangalore, since the population is infinite. The researcher has taken a sample of 663, with a confidence level of 99% and a margin of errors of 3.5%. The researcher has considered the Demorgan's sample formula and table to find out the desired sample for the study. The researcher has distributed around 700 questionnaires to the respondents and arrived at a sample size of 663 for the study and the rest of the questionnaires of about 37 numbers were biased.

### IX Analysis

This part of analysis shows the socio-economical profile, Work dimension, family dimension, work-family conflict dimension, family-work conflict dimension, job satisfaction, family satisfaction dimension of IT employees working in Bangalore. The profile variables of the respondents may be related to their personal aspects as well as their work aspects. The personal profile variables included for the analysis are level of Name, Age, Gender, Qualification, Type of family, Marital status, Number of Children, Number of old age dependents, Spouse working status, Nature of work, Number of years of experience, Type of shift, Annual income. The included Work dimensions are Organizational Support, Work Involvement, Work Demands, Work Conflict, Work Family Conflict, and Job Satisfaction. The included Family dimensions are Family Support, Family Involvement, Family Demands, Family Conflict, Family Work Conflict and Family Satisfaction. The common dimension included for both work and family dimensions is Work life balance.

**Table 2 Socio-economic profile of the Respondents**

<b>Age group</b>	<b>Frequency</b>	<b>Percent</b>
21 Years to 30 Years	197	29.7
31 Years to 40 Years	117	17.6
41 Years to 50 Years	194	29.3
Above 51 Years	155	23.4
Total	663	100.0
<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	571	86.1
Female	92	13.9
Total	663	100.0
<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Married	510	76.9
Single	146	22.0
Widow	7	1.1
Total	663	100.0
<b>Number of Old age dependents in the family</b>	<b>Frequency</b>	<b>Percent</b>
One Old Age Dependent	172	25.9
Two Old Age Dependents	222	33.5
Three Old Age Dependents	6	.9
No Old Age Dependents	263	39.7
Total	663	100.0
<b>Years of Experience</b>	<b>Frequency</b>	<b>Percent</b>
Below 5 Years	97	14.6
5 Years - 10 Years	113	17.0
10 Years - 15 Years	104	15.7
Above 15 Years	349	52.6
Total	663	100.0

Working Shift	Frequency	Percent
General Shift	285	43.0
Night Shift	358	54.0
Rotational Shift	20	3.0
Total	663	100.0

The table analyses the socio-economic profile of the respondents, first the age of the respondents shows that the highest number of the respondents are in the age group between 21 and 30 years with 29.7 percent; the next highest number of the respondents fall under the age group from 41 to 50 years with 29.3 percent and the next highest number of the respondents are above 51 years with 23.4 percent and the last highest number of respondents are between 31 to 40 years with 17.6 percent. Next the table shows that among the respondents, female respondents constitute only 13.9 percent and male respondents are the majority constitutes 86.1 percent. The table shows that 76.9 respondents are married and 22.0 percent of respondents are single. Among the respondents 1.1 respondents were widow/widower. The table also depicts that the maximum number of respondents have no elder dependent with 39.7 percent, 33.5 percent of them have two elder dependents and 25.9 percentage have one elder dependent and 0.9 percent of them have three elder dependents. The table depicting the work experience of the respondents Shows that the maximum numbers of respondents have experience more than 15 years with 52.6 percent, 17.0 percent of them have 5 to 10 years of experience, 15.7 percent of them have 10 to 15 years of experience, 14.6 percent of the respondents have below 5 years of experience. The table shows the nature of shift of the respondents. 54.0 percentage of them were in Night shift, whereas 43.0 percentage of them were in General Shift. 3.0 percent of respondents were in Rotational Shift.

**Table 3 Work Domain**

Work Domain	Mean	Sd
Organisational Support	3.57	0.495
Work Involvement	3.97	0.171
Work Demand	3.84	0.465
<b>Mean Score</b>	<b>3.92</b>	<b>0.269</b>

The above table depicts the work domain, which shows that the Organizational support of the respondents is marginal with a mean score of 3.57, whereas the work involvement is more with a mean of 3.97 and the work demanded from them is also high with a mean of 3.84.

**Table 3 Family Domain**

Family Domain	Mean	Sd
Family Support	3.52	0.540
Family Involvement	3.51	0.502
Family Demand	3.88	0.327
<b>Mean Score</b>	<b>3.48</b>	<b>0.500</b>

The above table depicts the family domain. In this domain, the family support and involvement is marginal with a mean of 3.52 and 3.51 respectively, whereas the family demand is more with a mean of 3.88.

**Table 4 Conflict Domain**

Conflict Domain	Mean	Sd
Family Conflict	3.86	0.351
Work Conflict	3.97	0.275
Work Family Conflict	3.91	0.285
Family Work Conflict	3.62	0.486
<b>Mean Score</b>	<b>3.98</b>	<b>0.139</b>

The table represents the conflict domain of the respondents, there seems to be family conflict with a mean of 3.86 and also work conflict with a mean of 3.97. The work family conflict is more than family work conflict with means of 3.91 and 3.62 respectively.

**Table 5 Work Life Balance**

Work Life Balance	Mean	Sd
Work Domain	3.92	0.269
Family Domain	3.48	0.500
Conflict Domain	3.98	0.139
<b>Mean Score</b>	<b>3.96</b>	<b>0.19</b>

The above table represents the work life balance of the respondents. The work domain constitutes a mean of 3.92. The work domain is viewed high than Family domain which constitutes a mean of 3.48 and there is work and family conflict and is viewed as high by the respondents since the mean is higher than work and family domain 3.98.

### **X Conclusion**

This study produced a number of findings in relation to the research study. It elicits the key findings and verifies the hypotheses of the study and draws specific conclusions.

Lack of Work Life Balance among the IT employees in Bangalore indeed increases their work stress, which influences their family life stress too. When the IT employees felt work demand, family demand, conflict, involvement in both work and family commitments and then the work-family conflict occurs. The study sketches the objectives to analyse the effect of selected work and family factors on work life balance of IT employees in Bangalore with sample size of 663 respondents.

In this study, the conflict domain scores the highest mean with 3.98, which means there is work-family conflict and family-work conflict. The work domain scores and average mean of 3.92 and the family domain scores an average mean of 3.48 which means work demand is more than family demand, in turn work life balance scores an average mean of 3.96 which means the IT employees in Bangalore faces a tough time maintaining a proper work life balance.

### **XI References**

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