

RELATIONSHIP BETWEEN SELECTIVE HUMAN RESOURCE INTERVENTIONS AND WORK LIFE BALANCE IN INFORMATION TECHNOLOGY INDUSTRY IN BANGALORE

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Abstract: Information Technology industry is one of the largest and fastest growing industry today and India stands as one of the major IT exporter in the world. India's Silicon City and the knowledge capital, Bengaluru has been titled among the top 10 global innovation hubs in the world. This came in reference to a report released by global advisory firm KPMG entitled "The changing landscape of disruptive technologies." This study deals with the relationship between Selective Human resource interventions and 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.

IndexTerms – Human Resource Interventions, Work Life Balance.

I Introduction

Human resource Interventions means a sequence of planned activities, actions, and events by Human resource department, intended to help an organization improve its performance and effectiveness. Human resource Interventions are of three types; Individual based, for example, coaching, counselling, training, morale boosting, mentoring, motivation etc. comes under individual based HR Interventions. Next is group based HR Interventions, example, conflict management, team building, etc. Last is Inter-group based Interventions, examples, organization mirroring, third party peace making interventions etc. Some of the Human resource Intervention activities are goal setting, Performance appraisal, reward systems, career planning and development, coaching and counselling activities, Managing work force diversity and employee wellness. Interventions such as team building, survey feedback, role analysis and intergroup conflict resolution were developed during the early years of organization development. Interventions such as quality of work life, work redesign using socio-technical systems theory, collateral organization and strategic planning methods were developed as the field continued to evolve.

II Human Resource Interventions in Information Technology Sector

Lalit Prasad and PoojaKohli (2011)¹, says 'Human resource Management: Work Life balance – a myth'. They have conducted a study on 10 IT companies. They have identified variables such as life balance, job satisfaction, Burn out (stress, emotion, De-motivation)The present study was conducted in the IT companies only .However the research can be extended in the other type of organizations like sales related (FMCG, Insurance etc.) and manufacturing organizations. One of the limitations of the research is that the data is collected from the IT companies situated at Hinjewadi IT Park Pune only. With the reference of this study we can conclude that the proper work life balance increases job satisfaction whereas burnout dimensions like stress, emotion and de-motivation decreases job satisfaction. So work life balance becomes an inevitable element for the growth of the individual employee as well as the organization. So the organization has to take due care of the work life balance of the employees.

III Work Life Balance Vs Human Resource Interventions in Information Technology Sector

Work life balance refers to the ability of employees to successfully integrate work and non-work roles through the balancing of time, schedules and resources, Greenhaus, Collins and Shaw (2003). Employees able to accomplish such balance within their lives had better access to quality of work life and personal well-being. An organisation where HR strategies are well aligned with employee needs, and are channelled through effective communication systems, the resultant increase in employee commitment levels, influences

improved performance related behaviour and reduced labour turnover. Harrington and Ladge (2009) identified four critical areas of attention for the HR function which can be summarized as follows,

- Influencing the organizations' leadership
- Helping employees make the right career choices
- Developing a set of formal HR policies and programs
- Influencing social policy

Research questions allow clear problem definition, as it identifies abstract concepts that can be operationally defined as constructs and variables, to assess the degree of association they hold, causal or otherwise (Perry 2001).

IV Aim and Need of the study

The aim of the study is to find out the Impact of HR interventions on work life balance in the IT industry. 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. This study attempts to investigate the nature of work- family balance and the impact of Human Resource interventions in bringing Work life balance. 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. Crucially, the quality or service provision will depend upon the skill set and behaviours demonstrated by employees which in turn is contingent on the quality of HR practices and approaches existing in the organization. Therefore need of human resource management interventions. In current scenario organization cannot implement only the conventional HR interventions they have to think beyond this with an aim of providing a better service to customer. 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.

V Objective of the study

Based on a thorough study of previous literature related to Work Life balance and Human Resource Interventions, the research gap has been identified and Work Life balance and Human Resource Interventions model has been developed with the following objectives and hypotheses.

1. To explore the direction of the relationships between the different types of conflict (work-home interference and home-work interference)
2. To measure the effect of each of the selected dimensions of work family conflict and family work conflict on work family conflict and family work conflict respectively.
3. To study the significant difference existing between the perception of women respondents with respect to the selected dimensions of Work demand, Family demand, Work Family Conflict, Family Work Conflict, Job satisfaction, Family Satisfaction, Life Satisfaction.
5. To measure the effect of each of the selected dimensions and its effect on job satisfaction, family satisfaction and life satisfaction.
6. To offer suggestions, if needed.

VI Review of Literature

Sudhir Chandra Das (2016)² have done a work on, 'Human Resource Practices as Predictors of Work-Family Conflict and Employee Engagement among Employees in Indian Insurance Companies: An Application of Multinomial Logistic Regression Analysis'. The study is intended to understand the influences of perceived HR practices of globalised Indian insurance companies on work family conflict and employee engagement. The variables found were HR Practices, Insurance companies, Multinomial Logistic Model, work family conflict, employee engagement. The conclusion from the study is based on Indian and western literature also through empirical evidence that perceived HR practices are quite impressive for employee engagement but consequential outcome on family domain seems quite dark. The study found that four out of ten select HR practices namely job design, flexi schedules, compensation and training and development does not have any impact on work family conflict and to be considered as finest HR indicators. But performance appraisal, compensation system, stress management and manpower planning projects non-influential practices in case employee engagement. The study would be beneficial for the insurance HR professionals to relook and re-shape their existing HR practices vis-a vis work life balance policies.

Manjula Suresh Kumar, et.al (2014)³, the article covers commercial banks covering a sample size of 413. The variables involved are job satisfaction of employees. The findings are Human Resource Development is an important phase on Quality of Work Life. Management of the private sector banks required to take necessary steps to improve wherever they are logging. Especially management to take steps towards improving the factor Organisational Culture and Climate by way of maintaining employees proper work life balance, providing adequate facilities, create supportive work groups, make joint management councils and try to eliminate bias. Self-Development is another important factor, lack of which causes of dissatisfaction. Provide enough privacy in their job, create sense of one community, encouraged to develop their new skills, provides social mobility, create clear set of goals and provide opportunities to improve their jobs, these kind of effort from management will be much appreciated by employees. Management of all the private sector banks may consider the remaining predictor variables like, Social Integration, Fair Payment, Career Development, Benefits and Facilities, as such quick action is required by management of these banks to restructure their organization. Factors such as work life balance (-.136) and Constitutional Guarantees (-1.230) are have negative co-efficient. Employees feel that they have risky working conditions, compelled to work on overtime, too many ethical and moral principles, hence the management should try to liberalize their policies. Management should realize the importance of level of satisfaction of employees and strive towards its improvement. Employees of Federal Bank are most dissatisfied with their job. As such management of Federal Bank should take steps to improve satisfaction level of their employees in all aspects, and try to follow policies of HDFC Bank, because they have highly satisfied employees.

Smitha Singh (2014)⁴, has done a measuring of work life balance in India. She has covered the Service sector. She has covered 114 samples. The variables involved are work spillover in personal life, Personal life spill over in work, work/life balance enhancers, work/life balance constraints. Work/life balance is an emergent issue in the expanding Indian economy. Achieving a good balance between work and family commitments is a growing concern for contemporary employees and organisations. There is now mounting evidence-linking work-life imbalance to reduced health and wellbeing among individuals and families. It is not surprising then that there is increasing interest among organisational stakeholders (e.g. CEOs, HR directors) for introducing work-life balance policies in their organisations (Nath and Patra, 2010). According to Rajadhyaksha and Smita (2004), work and family research in India appears to have followed two separate and disconnected paths. One is the route charted out by women's studies centers that has looked at structures of patriarchy within the country and how these contribute to the subordination of women at work and at home. Their focus has been on rural and underprivileged women. The other path of psychosocial research conducted from a role theory perspective has largely examined work and family relations within urban settings. There has been little cross-pollination between these two streams marked by lack of cross-references in published research studies. Further, research in the area of Management, where it is most needed, has been sparse and lacking in depth. The current study aims at filling up this gap.

Baral and Bhargava (2011)⁵, has done a theoretical discussion on HR interventions for work-life balance: evidences from organisations in India. They have covered multiple industries. The variables involved were Hr interventions for employee work life balance programs, challenges to effective utilization of WLBP, History and growth of WLBP in India- welfare provisions to family-friendly initiatives, employee friendly to family friendly practices, current status of WLBP in India. The result from the study indicates Unavailability of well designed evaluative studies on WLBP in Indian context and inclusion of only few organizations in them current studycertainly limit us to provide a concrete state of WLBP in India. Nevertheless, some general conclusions can be drawn. Critical analysis of the history and growth of employment policies in India suggest that WLBP have their roots in the statutory and voluntary

welfare practices offered by many employers during and post industrialization era. Provisions such as working hour regulations, maternity benefits, crèches, and leave policies have received continued attention in government mandated provisions. Government's intervention to protect employees from exploitative workplace terms and conditions made by employers and in some cases employers' pragmatic concerns for their employees' health, safety and welfare can be considered as the major reasons behind introduction of such policies. The socio demographic and economic changes have pressurized employers to look beyond welfare practices and provide more human and family-friendly concerns so that employees can accommodate both their family and work needs thereby maintaining a healthy work-life balance and being productive at the work place. Organisations are increasingly becoming conscious about these issues and applying managerial interventions such as WLBP. However, it is seen that despite the recognition of the fact that WLBP would create a healthier, productive and motivated workforce reducing work-family conflict and help position the organisation as an employer of choice, many organizations in India have no stated formal WLBP. There is still a long way to see WLBP as strategic initiatives in Indian organizations. The slow and differential policy response in India as compared to western countries can be attributed to the political ideologies, slow pace of change in socio demographic structure, attitude of employers and lack of empirical studies showing the impact of such initiatives on organisational performance. Notwithstanding the methodological limitations, it can be suggested that employers and HR managers should consider work-life balance as a strategic concern. However, implementing HR interventions for work-life balance without making a normative change in the philosophy and belief of the company is not going to reap positive results. The paper has made an attempt to provide the conditions and challenges to effectiveness of WLBP based on the literature largely focusing on the WLBP in western countries.

However, the results are in a position to provide some directions to HR professionals in India to review their present policies and practices regarding work-life balance and redesign them accordingly. Certain cautions and proactive actions should be taken before implementing WLBP in order to reap the benefits of the same. Policies and programs offered in pieces may not help in general neither a common program fits for all. Organisations in India need to take lessons from organisations across countries and design their benefit plans keeping in mind the nature of the industry, profile of the work force, gender specific needs, individual initiated bargains, local culture and environment as well as policy implications. While a growing number of studies find that WLBP benefit employees, empirical support for the business cases in India for investing in such initiatives is less developed which needs immediate concern of researchers. A few questions need to be answered before talking about the effectiveness and use of WLBP in India. Future research agenda could be to understand if WLBP are able to reduce work-family conflict and if they 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.

VII Research Methodology

The process of systematically solving a research problem is said to be research methodology. It is a science of studying how research work is done scientifically and the various steps that are generally adopted by a researcher in studying the research problem. The methodology used for the study includes the research design, construction of questionnaire, WFC model, sample design and appropriate tools and techniques used for the analysis.

VIII Analysis

Correlations between the Variables of Work Life Balance and Human Resource Interventions

H₀: There is no significant correlation between the variables of work life balance and human resource interventions.

Variables		Work Domain	Family Domain	Conflict Domain	Work Life Balance	Satisfaction	Human Resource Interventions
Work Domain	PC	1					
	Sig.						
	N	663					
Family Domain	PC	.002	1				
	Sig.	.959					
	N	663	663				
Conflict Domain	PC	-.041	.006	1			
	Sig.	.289	.869				

	N	663	663	663			
Work Life Balance	PC	.034	.026	-.027	1		
	Sig.	.388	.501	.481			
	N	663	663	663	663		
Satisfaction	PC	.043	.152**	.021	-.028	1	
	Sig.	.271	.000	.593	.476		
	N	663	663	663	663	663	
Human Resource Interventions	PC	.461**	.149**	-.043	.147**	.044	1
	Sig.	.000	.000	.274	.000	.256	
	N	663	663	663	663	663	663
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

IX Conclusion

The study shows that there is no significant correlation between variables of work life balance and HR interventions. But the HR Intervention policies of an organisation definitely matters for the employees' growth and achieving work life balance. Good HR Intervention policies, motivates, acts as an bridge for the employees to manage both work and family life. Achieving work life balance among employees to manage both work and family life, might not be possible if there is no proper HR Intervention policies in an organisation. So the HR department also plays a major role in bringing work life balance among the employees.

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