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WORK LIFE BALANCE AFTER LOCKDOWN IN COIMBATORE

(with special reference to IT Sector)

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ABSTRACT

Liberalization, Privatization and globalization policy of Government of India has brought a sweeping transformation in Indian economy in last twenty - five years. Labour market has witnessed increasing employment opportunities for young talented manpower in IT sector. It has changed the demographic profile of employees accompanied with good pay package and international exposure. In a society filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Work life balance is measured mainly by using three factors: Time balance - which concerns the amount Of time given to work and non-work roles, Involvement balance - meaning the level of Psychological involvement in, or commitment to work, non-work roles and Satisfaction balance or the level of satisfaction with work and non-work roles. Covid-19 pandemic that hit the world caused changes in all areas of the fabric of people's lives. Perceived changes, one of which is in the world of work, are causing changes in order and rules in the field of human resource management.

Key words: Work Life Balance and IT Sector

INTRODUCTION

Covid -19 pandemic and lockdown that swept the world changed all settings of people's lives, ranging from lifestyles, work habits and management of human resources within the company. Government policies restricting physical and social contact causes lifestyles together with many people to be regulated, the world of work in all sectors has changed, not only in the industrial area but in the management sector of Human Resources have also changed. This condition causes some employees who previously worked from office (WFO) to turn into work from home (WFH). Working from home is a government policy and company policy to break the chain of the spread of the virus Covid –19. As a result of this limitation, it affects companies in various sectors¹.

Changes in the environment caused by external factors, such as information through social networks continuously that are not necessarily true, will add to the stress and the prolonged burden of employees. Besides this, uncertain income and business continuity lead to reduced satisfaction and thought loads. Work-life balance is achieved by the employee when he can comfortably meet the demands of his work and personal life. WLB deals with results, line manager policy processes. Time flexibility is carried out by several companies to achieve employee satisfaction. WLB in the formal sector shows the results that lack of working hours flexibility will cause a decrease in employee satisfaction and performance, but in the informal sector work hours, flexibility affects indirectly on performance through organizational commitment and job satisfaction. WLB employees in various types of companies found different results, such as WLB in the banking sector, education sector and IT sector in research².

STATEMENT OF THE PROBLEM

New normal raises new habits in the work world; in this case, the emergence of organizational culture has a picture of a significant role in the success achieved by companies. Work from home (WFH) means working from home. Generally defined by the way employees work outside the office. Outside the office can be interpreted that employees can work from home, a cafe or restaurant by the wishes of employees. This work system has high flexibility. This work system has high flexibility because this condition is considered to be able to support the work balance of employees between

¹ Fenwick.R. & Tausig, M (2001), *Scheduling stress: Family and health outcomes of shift work and schedule control*, *American Behavioral Scientist*,44(7), 1179-1198.

² Kelly, E. L., & Moen, P. (2007). *Rethinking the clockwork of work: Why schedule control may pay off at work and at home*.*Advances in developing human resources*,9(4), 487-506.

work and life. But currently, WFH is a solution to reduce the risk of transmission and employee safety from the transfer of the Covid plague. The advantages and disadvantages of WFH are a polemic for employees, and some think that WFH is flexible, saving transportation expenses. But currently WFH is being a solution to reduce the risk of transmission and employee safety from the transmission of the Covid plague. The advantages and disadvantages of WFH are a polemic for employees, some think that WFH is flexible, saving transportation expenses³.

Work-life balance for each employee is different from each other. Employees have different priorities for life among the remaining time in work. Workplace flexibility is no longer just an innovative policy choice for managing employees. Still, it is also an essential requirement for companies to thrive in today's competitive and dynamic global business environment. The universal nature of work and space requires increased flexibility in schedules, hours, and locations. The best individual work-life balance will vary from time to time, and often every day can change. The right balance for today might be different tomorrow. The right balance, for now, will be different when you are single or when you are married, have children, when starting a new career and when approaching retirement⁴.

NEED OF THE STUDY

Work Life Balance covers various aspects under the general umbrella of supportive organisational behavior. Thus, the Work Life Balance should be broad in its scope. It must be evaluate the attitude of the employees towards the personnel policies. Work Life Balance is a prescriptive concept, it attempts to design work environments so as to maximise concern for human welfare. WLB acts in two dimensions, a) Goal b)Process. In the global scenario, there are number of public institutions and private institutions. Almost all the institutions are now setting new goal to compete with others. This may causes the employees to face plenty of stress and therefore affect their satisfaction and even their physical and mental health during the pandemic.⁵

Better balance, Better life makes the case that work-life balance an emerging issue for the managers, employees and business owners, who are in great need to unite the life of employees to attain

³ Utami, P. R., & Sitohang, M. K. (2019). *Effect of Organizational Culture Intensity on Job Satisfaction.* *Jurnal Administrasi Kesehatan Indonesia*, 7(2), 116-122.

⁴ Robbins, P. S. (2006). *Perilaku Organisasi. Edisi Sepuluh. Diterjemahkan oleh: Drs. Benyamin Molan.* Erlangga, Jakarta.

⁵ John M. Ivancevich (2003) "Human Resources and Personal Management"

balance between work and life of employees successfully. Even though it is not only a concern of the top level management it's a part of employees too in attaining a work life balance management talent in their own life. It is a painful task to maintain healthy work-life balance in today's unpredictable and fast-paced business world. As we grow the connections towards the outer world increases through technology and social media. Thus, it is difficult to differentiate work from the personal life. The organization expects more from the employees and they feel more pressure to achieve greater results which in turn lead to longer working hours and less time to spend at home. The organizational role to bring up their employees to attain work-life balance is of great significance in today's life⁶.

OBJECTIVES OF THE STUDY

- To evaluate the stress factors of the respondents at home and at work place
- To identify stress relieving strategies
- To determine the factors influencing WLB
- To understand the attitude of respondents towards WLB

METHODOLOGY

Table 1

Distribution on Research methodology

Sl.No	Research Components	Description of the study
1	Type of research	Descriptive research
2	Research approach	Survey study method
3	Research instrument	Interview Schedule
4	Data source	Primary and Secondary
6	Sampling method	Stratified Convenient sampling method
7	Sample unit	IT sector (10)
8	Sampling size	Employees (250)
9	Sample area	Coimbatore
10	Statistical tools (SPSS)	1.Percentage analysis
		2.Weighted Average Score(WAS)
		3.Chi-Square
		4.Correlation
		5. ANOVA

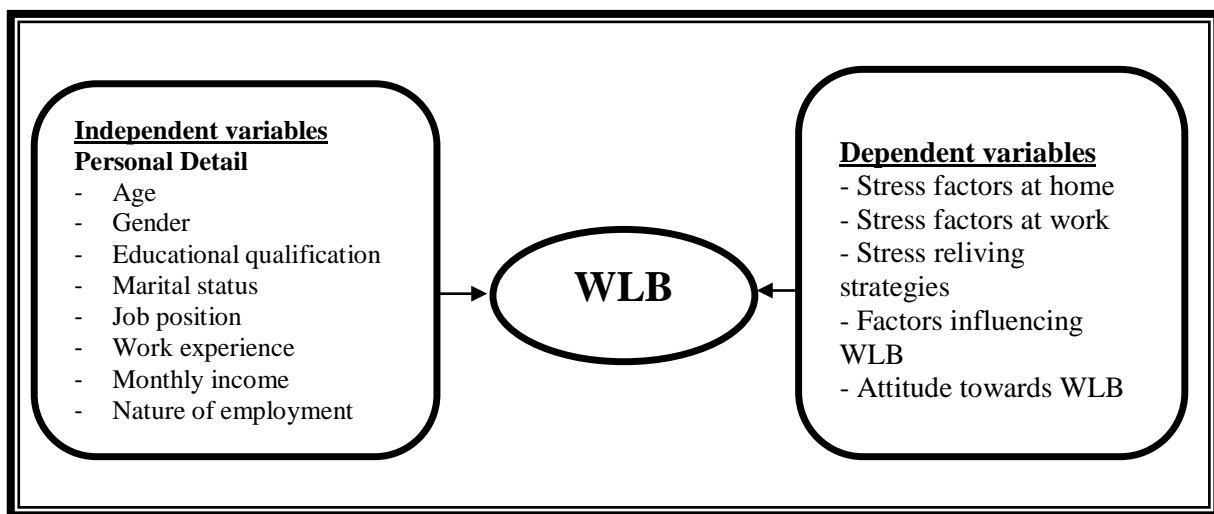
⁶ Marsh HW (1995) *Confirmatory factor analysis models of factorial invariance: A multifaceted approach. Structural Equation Modeling, 1: 5–34.*

Table 2
Distribution on Sample size

Sl.no	IT companies	Sample size
1	BirlaSoft	25
2	Capgemini	25
3	Cognizant	25
4	HCL Technologies	25
5	Infosys	25
6	MindTree Ltd	25
7	NIIT Technologies	25
8	Robert Bosch	25
9	Tata Consultancy Services	25
10	Wipro Technologies	25
Total		250

Source: Primary Data

FRAMEWORK OF ANALYSIS



FRAMED HYPOTHESIS

Ho: There is no significant relationship between the independent variables of respondents and dependent variables of respondents.

LIMITATIONS OF THE STUDY

- 1) Employees are busy in their work and so they are not sincerely co-operate for data collection.
- 2) The survey is limited only in Coimbatore.
- 3) Data provided by the respondent need not always true as their perception can change based on new experience some people also will not say what they really want.

ANALYSIS OF DATA**Profile of respondents (Majority only)****Table 3****Distribution on Overall result of demographic profile of respondents (majority)**

Sl.no	Particulars	Variable (Majority)	No of respondents	Percentage
1	Age	26-35 years	94	38
2	Gender	Male	141	56
3	Marital status	Unmarried	133	53
4	Education qualification	Graduates	77	31
5	Designation	Admin & System	59	24
6	Monthly income	Above 45000	77	31
7	Nature of employment	Permanent	152	61
8	Year of experience	Above 15 years	176	71

Source: Primary Data

Table 4**Distribution on stress factors at home & work place (WAS)**

Sl.no	Perception of bankers	5	4	3	2	1	MS	MR
Stress factor at home								
1	SH-1	385	211	51	3	2	4.86	1
2	SH-2	347	201	64	10	4	4.66	2
3	SH-3	202	240	80	36	5	3.75	8
4	SH-4	232	225	78	25	9	3.79	7
5	SH-5	282	194	100	15	3	4.00	6
6	SH-6	181	204	136	28	3	3.68	9
7	SH-7	527	162	7	2	1	4.64	3
8	SH-8	352	246	28	11	3	4.27	4
9	SH-9	333	213	60	13	4	4.15	5
Stress factor at work place								
10	SWP-1	361	246	33	8	1	4.33	3
11	SWP-2	206	195	117	40	1	3.73	7
12	SWP-3	410	244	9	6	1	4.46	2
13	SWP-4	208	340	49	8	3	4.13	4
14	SWP-5	235	194	122	18	4	3.83	6
15	SWP-6	384	276	8	2	1	4.47	1
16	SWP-7	286	195	102	13	4	3.99	5

Source: Computed Data

Table 5**Chi-square distribution on profile of the respondents and factors influencing WLB**

Sl.no	Variables	Chi-square value	Standardised statistics
1	FI-1	0.246	0.741
2	FI-2	0.336	0.430
3	FI-3	0.072	1.779
4	FI-4	0.782	0.310
5	FI-5	0.050	1.923
6	FI-6	0.388	0.915
7	FI-7	0.236	1.235
8	FI-8	0.017	2.178
9	FI-9	0.651	0.482
10	FI-10	0.483	0.781

Source: Computed Data

Table 6
Distribution on stress strategies with Stress at home & work place (Correlation)

Sl.no	Stress strategies	Stress-Home	Stress-Workplace
1	SS-1	0.379	0.027
2	SS-2	0.307	0.017
3	SS-3	0.237	0.031
4	SS-4	0.203	0.051
5	SS-5	0.188	0.063
6	SS-6	0.340	0.015
7	SS-7	0.260	0.338
8	SS-8	0.031	0.283
9	SS-9	0.085	0.254
10	SS-10	0.392	0.154
11	SS-11	0.223	0.352
12	SS-12	0.147	0.258

Source: Computed data

NB: significance @ 5% level of significance

Distribution on variables

Variables	SS	SH	SWP
SS	1.000	0.582	0.520
SH		1.000	0.511
SWP			1.000

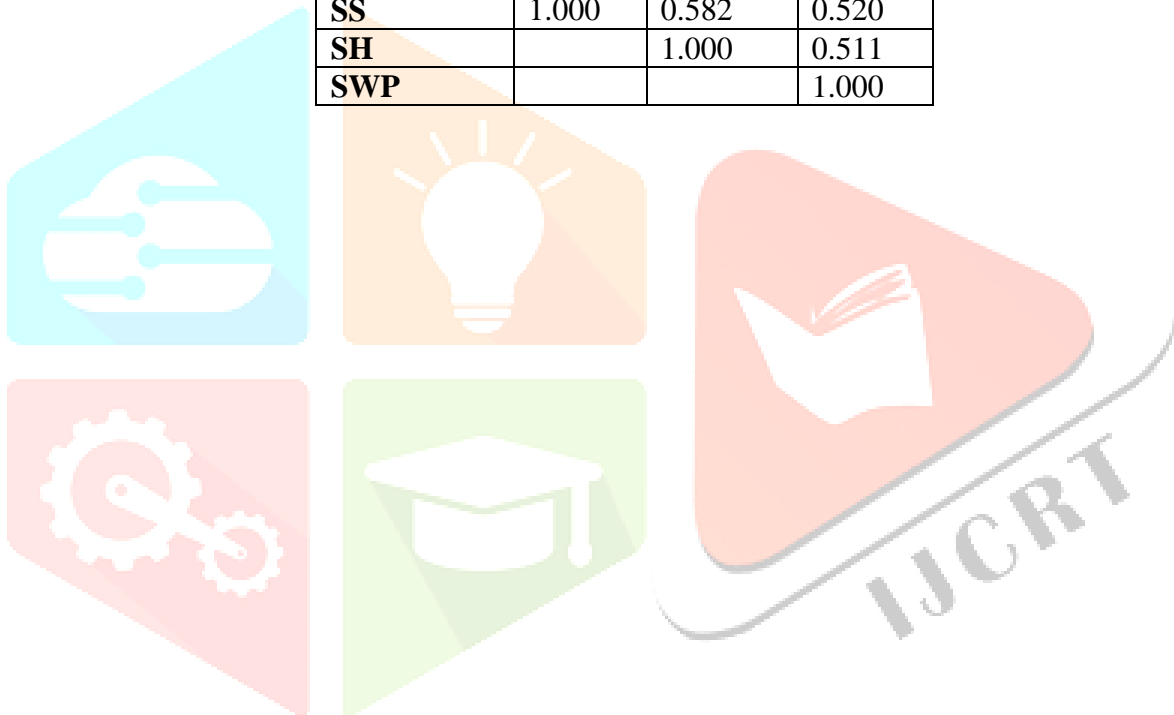


Table 7

Distribution on relationship between attitude and factors influencing WLB – ANOVA

Sl.no	Particulars	Source	SS	MS	F	Result*
1	AWP-1	Between groups	103.625	11.514	95.41**	Rejected
		Within groups	1205.5	2.624		
2	AWP-2	Between groups	544.324	60.480	21.79**	Rejected
		Within groups	173.26	2.750		
3	AWP-3	Between groups	913.937	11.548	74.27**	Rejected
		Within groups	1430.3	2.242		
4	AWP-4	Between groups	869.058	96.562	42.91**	Rejected
		Within groups	134.88	2.293		
5	AWP-5	Between groups	160.484	17.83	52.49**	Rejected
		Within groups	175.52	2.283		
6	AWP-6	Between groups	137.477	17.497	69.19**	Rejected
		Within groups	144.13	2.211		
7	AWP-7	Between groups	108.699	12.077	45.43**	Rejected
		Within groups	158.49	2.58		
8	AWP-8	Between groups	138.625	17.625	62.32**	Rejected
		Within groups	107.36	2.205		
9	AWP-9	Between groups	545.109	60.568	23.15**	Rejected
		Within groups	103.32	2.605		
10	AWP-10	Between groups	472.875	55.541	23.58**	Rejected
		Within groups	135.89	2.209		
11	AWP-11	Between groups	753.723	83.747	69.35**	Rejected
		Within groups	122.160	2.113		
12	AWP-12	Between groups	435.548	178.52	47.29**	Rejected
		Within groups	352.75	51.60		

Source: Computed data

FINDINGS OF THE STUDY

Profile of respondents: It was found that majority of respondents under age group fall under the category 26-35 years 94(38%) followed by Gender – male 141(56%), Marital status – unmarried 133(53%), Education qualification – graduates 77(31%), Designation – Admin & system, Monthly income- above 45000 77(31%), nature of employment – permanent 152(61%) and years of experience – above 15 years 176(71%).

Weighted Average score:

- For the purpose of analysis the factors were coded as SH-1: Staying away from family for a long time, SH-2: Misunderstanding among family members, SH-3: Conflict with family members, SH-4: Problem with children, SH-5: Less revenue and more dependence, SH-6: Feeling lonely at home, SH-7: Negative attitude of spouse/ family, SH-8: Heavy household work at home and SH-9: Tired with children's studies. It was found that SH-1: Staying away from family for a long time was ranked first followed by SH-2: Misunderstanding among family members and SH-6: Feeling lonely at home ranked the last.
- For the purpose of analysis the factors were coded as SWP-1: Forced overtime, SWP-2: Need to work on holiday, SWP-3: Work from home after working hours, SWP-4: Negative attitude of seniors, SWP-5: Negative attitude of colleagues, SWP-6: Non- support of colleagues and SWP-7: Interference of management in academics. It was found that SWP-6: Non- support of colleagues ranked first followed by SWP-3: Work from home after working hours and SWP-5: Negative attitude of colleagues last.

Chi-square: For the purpose of analysis the factors were coded as FI-1: More flexible working hours, FI-2: Time off for family emergency & events, FI-3: Job sharing, FI-4: Support from superior and colleagues, FI-5: Support from family and spouses, FI-6: Spending time with children & friends, FI-7: Reach home on time, FI-8: Take care of family and personal work, FI-9: Keep healthy and fit, play sports other leisure activities and FI-10: Take part in community activities or fulfill religious commitments.

The chi-square value @ 5% level of significance showed significant relationship thus the H_0 is rejected and H_a is accepted which means there is significant relationship between demographic profile of respondents (employees) and factors influencing WLB.

Correlation: For the purpose of analysis the factors were coded as SS-1: I prefer to go to holy places when I feel depressed, SS-2: I feel highly refreshed through family trips, SS-3: I try to forget the issues occurred in both professional and personal life, SS-4: I prefer to go to walk or to do yoga and meditation to become normal, SS-5: I am always happy when I am being with my family members without any disturbance, SS-6: I like official /family get – together, which gives me pleasure and relaxation, SS-7: I prefer sound sleep for my relaxation, SS-8: I feel happy when cooking different items, SS-9: I enjoy myself in shopping, SS-10: I prefer books in the silent environment, SS-11: I Prefer on watching television and SS-12: I enjoy to go to movies.

The result of Pearson and Kendall correlation shows high positive correlation i.e. a perfect positive linear reliability is found between the factors, therefore the null hypothesis is rejected and the alternative hypothesis [H_a : There is no significant relation between stress strategies and stress at home & stress at work place] is accepted.

ANOVA: For the purpose of analysis the factors were coded as AWP-1: very busy and impatient, AWP-2: get angry on a frequent basis, AWP-3: have to cope with too many adjustments, AWP-4: feel pressured by too many demands from authorities, AWP-5: dislike turning over responsibility to others, AWP-6: Worry at workplace, AWP-7: Planning the day is difficult for me, AWP-8: unable to establish a clear direction and develop personal and career goals, AWP-9: difficult to create a healthy work and life balance, AWP-10: Feeling tired or depressed at work-place, AWP-11: Idea about leaving this profession and AWP-12: Peers domination makes me angry.

It is clear that all the 12 variables showed the result as ‘Rejected’ which means H_0 : There is no significant difference between performance of entrepreneurs with performance indicators of the respondents is rejected and thus H_a : There is significant difference between attitude and factors influencing WLB of the respondents is accepted.

SUGGESTIONS

Define your home office: Remove the “temporary” sign and make your workspace work for you. Even if you are sharing it with others, this is where you do your work using your brainpower, decision-making, creativity, empathy, problem-solving, etc. and that means your space should be as free from distractions as possible.

CONCLUSION

WFH policy is considered to support better WLB. COVID-19-induced nationwide lockdown made it mandatory for most of the employees to WFH. During such an unprecedented scenario, when the fear of lay-off was prevailing due to economic slowdown, many employees experienced PLIW during their efforts to give their best performance while working from home. The struggle to juggle between work and family responsibilities emerged as one of the sources of emotional exhaustion experienced by employees during COVID-19- induced nationwide lockdown⁷.

Females and males have almost the same pattern in addressing their work life and family and social life. Age determines how men and women carry out their work activities, whether from the office or the company because some of the obstacles women face are dual roles as workers and nature as women. Achievement of male or female employees' performance during Covid 19 to work at home requires several things to consider. The division of time is the most important thing to be the focus of attention for all employees. Communication is needed to arrange work through online media, and evaluations must continue to be done so that performance can be maintained. Also things that need to be considered are the means and abilities of employees themselves. Ways are all things to support smooth work (WIFI, electricity, space); self-ability is how employees have creativity and innovation so that the performance of employees can be achieved in the current pandemic conditions. This research was conducted by distributing questionnaires that could reach several regions in Indonesia because using snowball, and the survey was received to certain people in the research environment. This research does not describe the good or bad of working in the office, and at home, the future researches agenda can be more focused on these conditions and investigate the status of employees and families in more depth⁸.

⁷ <https://www.emerald.com/insight/content/doi/10.1108/GM-06-2020-0163/full/html>

⁸ Brockner, J., & Flynn, F. J. (2006). Commentary on "Radical HRM innovation and competitive advantage: The Moneyball story"-Why organizational scientists care about Moneyball.

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