IMPACT OF WEB TECHNOLOGY AND VIRTUAL COMMUNICATION ON WORK-LIFE FUSION

With Reference to Millennials

Ms. Moumita Roy , Research Scholar
Dr. K.K. Bardhan, Professor
Techno India University, West Bengal, India

Abstract: This paper show the impact of web technology and virtual communication influencing largely on a fused approach of work and life events in both their personal life and professional lives of the selected generational cohorts like the Millenials. Millenials are the generational cohorts who born between 1980-1996 and in recent study it has been revealed that the generation who born between (1980-2000) also considered under The Millenials. (K.,2010). Work-life fusion is as the concurrent management of work and life demands while at work with technology acting as the enhancement or catalyst use and advancements in technology will invariably affect how we manage both work and life domains.(Haeger, 2017). As technology has a great impact on our lives where the Millenials constitute the maximum global workforce and also they are considered as efficient workforce compared to other generations. In this paper we have shown the impact of web technology and importance of virtual communication influencing this work – life fused approach i.e. work life fusion. In 21st century when the entire world is busy to seek a balance or equilibrium between work and personal life, but many of them were unable to seek the balance between the two. All wanted to separate the two things in everyone's life then there arise the concept of work life integration. But the concept of work life integration also constitutes the compromise factor while we all are trying to balance between the personal and professional lives. But now the concept of work-life fusion grab the entire society specially affecting the Millenials which was revealed in the book of Donna Haeger and Lingham, 2014.And this work-life fusion is the simultaneous administration of work and life aspects of life. In the context of work-life fusion needs to wire both work and life. Now in reference to the special generation cohorts like 'Millenials', coined by William Strauss and Neil Howe (Kemperman & Appel-meulenbroek, 2019). In this Generational cohorts, Millenials are considered to be most successful in maintaining work-life fusion (Strauss and Howe, 1991) where change is the most permanent in this global diversed and diversified workforce (Kossek, 2016).

Index Terms – **Work Life Fusion, Work Life Balance, Web 2.0 Communication**

Introduction: Millennial are technologically highly advanced, flexible, dynamic, adaptable to any kind of change, highly connected and globally conscious and far more experimenting in nature in handling and managing any event with and without risks compared to the previous generations like their parents and grandparents ever were. Millenials are considered as the youngest workforce who are diversed workforce and diversified also spreaded over the entire world workplace and now dominating the global workforce joining hands with different technologies, web applications and use of all smart devices. Millenials are considered as the multi taskers, they talk, they chat, they text, listen and type also. With comparing to other generations the Millenials are psychologically and technologically dominate the workplace and they are in upper hand. Nowadays virtual communication with the help of web technology or its different web technical applications or usage of web tech tools are making or helping the generational workforce to fuse both the

work and life aspects and events of personal life and professional life which represents the concurrent management and simultaneous administration of all the tasks assigned in both the work-life sphere.

Literature Review: Work life fusion is adoption of Technology integration and work life balance (Ekambaram, 2014) where new workforce becomes complex from different perspective so collisions increasing day by day and the content of influence is shifting. This study focuses on the experiences of influence which is affecting both the leaders and members in team. All the today's growing organizations are becoming team oriented so the research focuses on teams which continues to get importance (Lingham, 2009). Introductory investigations that featured work & life management (Golden and Geisler, 2007).According to those researches, Work-life fusion is as the concurrent management of work and life demands while at work with technology acting as the enhancement or catalyst use and advancements in technology will invariably affect how we manage both work and life domains. (Donna L. Haeger, Tony Lingham, 2014). The attractiveness of a job position is also dependable on the perception of the job seeker about work life balance (John S. Buzza, 2017). To achieve the success in fusion and resolving the conflict , especially work time and work location flexibility, and the development of supportive managers plays the major role and also increases average productivity (Ms. S. Pattu,2013).New Generation Employees believe in living a well balanced life where they can do justice to both their personal and professional responsibilities. They want work to be fun and flexible. Their ideal employer is one who provides flexible work schedules, Telecommuting facilities, family friendly work environment, open work culture and tech savvy & acceptability of the new concept 'Work-Life fusion' over 'Work-life balance (traditional concept) will have a greater impact on the organisational loyalty and commitment of older cohorts of workers whose expectations were formed under the previous social contract than on more recent cohorts. (Donna L.Haege,2014). The wide acceptance of mobile technology and its integration in work and non work domains which also intricate the relationship and new sets of challenges also which requires a fresh theorizing to interpret the intricate relationship (Andrade, 2013).In today's busy world technology is the most essential tool to cope up with rapid growth everywhere. Now due to insertion of laptops, tablets, smart phones, social networking sites, advanced applications make our lives connected, flexible and simple. The maintenance between work and lives can results into higher productivity, improved performance, low stress, high morale, lower absenteeism and sickness (Woodman, 2006). This study aimed at the impact of technology into work life balance aspects and also impact of the mobility on work life balance. The research also provided with different recommendations that may be using in managing policies on work life balance. For the purpose of the study the advanced technology signifies web based applications, emails, mobile devices and its features that allow the employees to be connected with their work and their personal front also when they are outside from work or from home.(Al-Saidi, 2015). This research paper focuses on the impact of technology and other aspects of Communication technology (ICT) on work life balance employees. The major part of the study was conducted in health service sector. Keeping one connected can have both positive and negative impacts. The study was descriptive and analytical in nature. A study was conducted in the hospitals of Bikaner city and different statistical tool were used like mean, standard deviation, correlation co-efficient etc. As new technology also takes most of the hours in comparison to physical presence during the office hours which also negatively impact on work life balance of employees.(Fageria, 2016). Web 2.0 Technology which is considered as second generation or phase of web evolution mainly attracts the IT professionals, all business houses, corporates and web users too. It's a collection of technologies, businesses, strategies and social web trends too. This paper evaluates and helps us to understand the importance and significance of web 2.0 technologies and its potential in harnessing technology. Web 2.0 makes its customers and users to directly connected and related with the web content without visiting the web page. Web page helps to create web content, its design, web page design, more flexibility in doing all that and also provide a rich user interface for the users. This paper also shows light on how web 2 applications facilitates the creation of web applications and modifications by reusing and accumulating all the different applications combined together by collecting data and information from its different sources. It also establishes social networks with all the people where many contents, information can be gathered with common interests. Many businesses use blogs to connect with their customers, employees and general public and also sometimes for target audiences or public where data shows evidences that everyday users created and generate 1,00,000 new blogs and make 1.3 million entries (Dave Sifry, "State of Blogosphere." Technorati Web blog, Oct 2006). (Murugesan, 2007). Over last 15 years and more virtual communication pays a dominant role in our workplace. The study finds that there are some definite pattern of criteria which are being utilised in the workplace which makes the business and the communication pattern more smooth and easier day by day.This study has two phase of research project which found out the success criteria of virtual communication using a measurement rubric in the second

phase of the research project field study to observe whether the organization or the businesses are successfully running or conducting and implementing the virtual communication or not. There have been many studies have been conducted for examining how to manage or how all are managing virtual workers and virtual teams staying at different geographical boundaries .(Johnson, Bettenhausen & Gibbons, 2009; Sobel-Lojeski & Reilly, 2008; Flatley, 2007). Different techniques were suggested and analysed to develop virtual communication to make it more effective by implementing and using technology for improving virtual communication.(M. Layng, 2016)

Objective of the Study:
1. To examine the influence of Web 2.0 technology on Work life Fusion
2. To analyze the impact of Virtual and Face-to-Face Communication on Work Life Fusion.

Hypothesis of Study:

The study was conducted to analyses and impact of the following hypothesis:

H1: Web 2.0 technology influences work life fusion

H2: Virtual communication also has a strong influence on work life fusion.
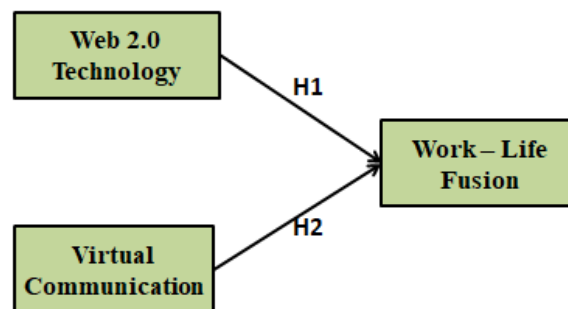

Figure 1: Causal Model

Research Methodology: Research is designed through conducting survey method to identify fused work-life events or in other term work-life fusion with special reference to the generational cohorts of 'Millenials' in India. Survey questionnaire was designed with five point Likert scale to measure responses from the sample chosen by simple random sampling technique. Research construct had been developed considering Web 2.0technology and virtual communication are considered as the stimuli and the construct developed called Work life fusion is considered as the response. The study was conducted by taking the response of 242 participants as samples and used a structured questionnaire which was plotted on 5 point Likert scale.

Internal Consistency: Cronbach's Alpha is mostly accepted measure of reliability of measures in social science to measure reliability or consistency of multiple Likert scale survey (Taber, 2018). As per (Bonett & Wright, 2015) Value of Cronbach's α is considered 'good' if the value is >0.80 and 'acceptable 'if the value is >0.70. This study ensured the reliability and consistency of the measures (Gliem & Gliem, 2003).

Table 1: Reliability Analysis

Variable Name	Cronbach's Alpha value	Internal Consistency
Web 2.0 technology	0.896	Good
Virtual communication	0.843	Good

Cronbach's alpha value of web 2.0 technology have been found 0.896 which signifies 'Good' and 'Acceptable' too. The Cronbach's alpha vlue of Virtual communication have been found 0.843 which also signifies 'Good'. Obtained values from Cronbach's alpha assured the internal consistency of the measured variables which shows a satisfactory value.

Table 2: Correlation Matrix

Correlation Matrix				
		Work Life Fusion	Web 2.0 Technology	Virtual Communication
Work Life Fusion	Pearson's r	—		
	p-value	—		
Web 2.0 Technology	Pearson's r	0.533	—	
	p-value	< .001	—	
Virtual Communication	Pearson's r	0.621	0.601	—
	p-value	< .001	< .001	—

The above table helps us to understand the linear association of the variables associated in the study. Pearson's r value supported the linear association within the variables of web 2.0 technology, virtual communication on work life fusion. P value shows (< .001) which strongly rejected the Null hypothesis and accepted that there is a strong relationship within the variables.

Result Analysis

Table 3: Hypothesis - I Regression Results

Hypothesis	Dependent Variable	Predictor	Standard Estimate (β)	Standard Error	t Statistics	p
H1	Work life fusion	Web 2.0 technology	0.589	0.0603	9.76	< .001

The results obtained from the study shows (P < .001; t = 9.76; β = 0.589) established a significant influence of Web 2.0 Technology on work life Fusion. Here also Null hypothesis is rejected with significance of less than 0.001 where alternative hypothesis is accepted.

Table 4: Hypothesis - II Regression Results

Hypothesis	Dependent Variable	Predictor	Standard Estimate (β)	Standard Error	t Statistics	p
H2	Work life fusion	Virtual communication	0.799	0.0652	12.27	< .001

The results obtained from the above study shows (P< .001; t = 12.27; β = 0.799) also established a significant influence of Virtual communication on work Life fusion. Here also null hypothesis is rejected with significance of less than 0.001 where alternative hypothesis is accepted.

Table 5: Combined Analysis

Hypothesis	Dependent Variable	Predictor	Standard Estimate (β)	Standard Error	t Statistics	p
H1	Work life Fusion	Web 2.0 technology	0.277	0.0677	4.09	< .001
H2	Work life Fusion	Virtual communication	0.605	0.079	7.67	< .001

Conclusion: The study reveals the generational cohorts the Millenials and their work life fusion which is considered as a superior quality of life when at work and also in different work life events. But several impact factors revealed which are considered as the outcome of the this study conducted by taking response of 242 respondents from IT sector, education sector, banking sector and also from self-employed and professionals. A Questionnaire was developed and prepared in Likert scale consisting of two independent variable and one dependent variable. In those constructs, work life fusion was considered as dependent variable and web 2.0 technology, and virtual communication were taken as independent variable. Regression analysis were adopted through the Jamovi and SPSS software where results shows a strong evidence of work life fusion with special reference to the generational cohorts the Millenials (1980-1994) due to high level impact of technology used at work place to balance both the work life events. Findings also revealed the significant influence of both Virtual communication and Web 2.0 technology on Work life fusion which helps in concurrent management. For the purpose of the study need Statistical method of Linear Regression analysis was adopted to estimate the relationship between one dependent variable and more than one independent variable where web 2.0 technology, virtual communication having a great impact work life fusion. So, in fine it can be concluded that there is an evidence and relevance of strong work life fusion which is considered as more superior quality in fusing both the work and life events in both personal and professional spheres which has been observed in this special generational cohorts of the 'Millenials' which makes them more comfortable, flexible, tech savvy as they are not going to balance between work and life events rather they followed a fused approach to balance work and life with the contribution of technological impact and its usage and application on every sphere of life may it be professional front or personal work.

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