

Human Resource Management: Work life Balance-A myth

Prof. Lalit Prasad,

Lecturer, Dr. D. Y. Patil Institute of Mgt Studies, Pune.

&

Prof. Pooja Kohli ,

Lecturer, Dr. D. Y. Patil Institute of Mgt Studies, Pune.

An investigation of work life balance in IT Industry: an Empirical Study

Nowadays Organizations are interested to augment job satisfaction in the employees to lower down the turnover and to get higher involvement in the job and greater productivity. This has been influenced by the growing perception that the quality of an employee's personal life and family life impacts work quality and that it makes business sense to promote work and family integration .Flexible working hours, home based working, part time work, working in shifts are HR tools which are used to facilitate the employees for their work and family life. However there is a question mark that really these arrangements enhance the work life balance. The data of the research work will be collected through questionnaire and personal interview. The present study will examine the work life balance of the employees of Hinjewadi IT Park in Pune. The paper will also investigate the work family conflicts, gender differences and the job satisfaction of the employees.

The paper will conclude with how the work life balance and job satisfaction are correlated and what are its impact on the productivity. So this paper will contribute to the IT industry in managing the work life balance of their employees and also in the growth of the nation in IT sector.

Key words:

Work life balance, Job satisfaction, IT Industry, Gender Differences

INTRODUCTION

Work life and personal life are the two facets of the same coin. Traditionally creating and managing a balance between the work-life was considered to be a woman's issue. But increasing work pressures, globalization and technological advancement have made it an issue with both the sexes, all professionals working across all levels and all industries throughout the world. Achieving "work-life balance" is not as simple as it sounds. Work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems, problems in the life of a dear relative or even both husband and wife are working. Job satisfaction, attrition, absenteeism etc are the most critical issues of any of the organization because these variables highly affect the individual performance of an employee and finally the overall performance of the organization. A healthy balance between family and job leads to higher job satisfaction, thereby reducing the cost

Human Resource Management

to organization and enhancing employee performance.

Organizational sensitivity to gender issue can have the desired impact on the satisfactions of employees, absenteeism, attrition etc. This paper examines about the arrangements of work life balance, motivation level, the impact of work-life balance on the job satisfaction, work family conflicts among the employees of IT industry in Hinjewadi IT Park Pune.

THE INDIAN IT INDUSTRIES

The Indian Information Technology industry accounts for a 5.19% of the country's GDP and export earnings as of 2009, while providing employment to a significant number of its tertiary sector workforce. More than 2.3 million people are employed in the sector either directly or indirectly, making it one of the biggest job creators in India and a mainstay of the national economy. In 2010, annual revenues from outsourcing operations in India amounted to US\$54.33 billion compared to China with \$35.76 billion and Philippines with \$8.85 billion. India's outsourcing industry is expected to increase to US\$225 billion by 2020.

The emergence of Indian information technology sector has brought about sea changes in the Indian job market. The IT sector of India offers a host of opportunities of employment. With IT biggies like Infosys, Cognizant, Wipro, Tata Consultancy Services, Accenture and several other IT firms operating in some of the major Indian cities, there is no dearth of job opportunities for the Indian software professionals. The IT enabled sector of India absorbs a large number of graduates from general stream in the BPO and KPO firms. All these have solved the unemployment problem of India to a great extent. The average purchasing power of the common people of India has improved substantially. The consumption spending has recorded an all-time high. The aggregate demand has increased as a result. All these have improved the gross production of goods and services in the Indian economy. So in conclusion it can be said that the growth of India's IT industry has been instrumental in facilitating the economic progress of India.

WORK LIFE BALANCE

All the organizations cannot work without conflicting commitments and responsibilities. . Hence, work-life balance has become an most important issue at the workplace of the organizations.. This is further fuelled by the renewed interest in the personal life and family values, and the ageing workforce (Lockwood, 2003). Work-life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. Rosabeth Moss Kanter's seminal book (1977), *Work and Family in the United States: A Critical Review and Agenda for Research and Policy* .A number of working definitions of the terms used regarding work-life balance, some overlapping and some are continuing to evolve have been proposed by Lockwood (2003). They include work/family, work/family conflict, work/life balance from employer viewpoint, work/life balance from employee viewpoint, family-friendly benefits, work life programmes, work/ life initiatives, and work/family culture. Friedman and Greenhaus (2000) emphasized that the working adults learn to build networks of support at home, at work, and in the community. Family-friendly firms have a significant impact on the lives and careers of business professionals who work in them (Friedman and Greenhaus, 2000). A conflict between work and family has real consequences and negatively affects the quality of family and career attainment of both men and women.

JOB SATISFACTION

Job satisfaction is the most widely studied variable in organizational research because of its well-established impact on a vast array of outcomes, including performance, commitment, and turnover (Spector 1997). Moreover, a review of the role conflict literature indicates that studies proposing links between work-family conflict and job satisfaction have also witnessed a dramatic increase. For instance, the majority of studies have shown that work-family conflict is associated with decreased levels of job satisfaction (Adams, King, and King 1996; Near, Rice, and Hunt 1980; Yogeve and Brett 1985). The negative effect of work-family conflict on job satisfaction may be attributed to multiple factors, including role stress, role conflict, and decreased physical or mental health.

**WORK LIFE BALANCE, BURNOUT (Stress, Emotion, De-motivation),
JOB SATISFACTION**

Tsigilis and Koustelios (1994) stated that job satisfaction and burnout both affective work responses and their relationship is negative, implying that higher job satisfaction tends to accompanied by lower level of burnout. Prior studies examined the relationship between these two variables and showed a moderate high negative association (Bhana and Haffejee, 1996; Dolan, 1987; Koeske and Kirk, 1994; Pines *et al.*, 1980).

METHOD

SAMPLE

The ten IT companies were selected by using non-probability, purposive sampling for this research work situated at Hinjewadi IT park Pune.

Following are the list of prominent IT companies at Hinjewadi IT park Pune, selected through non-probability, purposive sampling.

Sr. No.	Name of the Companies
1.	Infosys Technologies Ltd.
2.	Wipro Ltd.
3.	Tata Technologies
4.	Cognizant Technology Solutions India Ltd
5.	Geometric Software Solutions Pvt. Ltd.
6.	InfoTech Software & Systems (P) Ltd.
7.	Satyam Computer Services Ltd.
8.	3DPLM Software Solutions Limited
9.	Software Technology Park of India (STPI)
10.	Digital Group InfoTech Pvt. Ltd.

The respondents were selected by using the formula

$$N = (Zs/e)^2$$

Where,

Z= Value represents the Z score from the standard normal distribution for the confidence level. In this study estimate will be 95% level of confidence. The table value for two sided probability of 0.95 is 1.96.

s = Standard deviation of the population on the variable Work life balance is 1.5. This is calculated by the pilot survey by taking a sample of 10 IT executives.

e = Tolerance limit, in this study we assuming the tolerance limit is ±0.25.

$$N = (1.96 \times 1.5 / 0.25)^2 = 138 \text{ (approximately)}$$

The total number of respondents taken for the research work is 138 in which 70 male and 68 female employees were considered. The average age of all the respondents was 30.67 years. The average work experience was 4 years and their qualifications were generally IT Graduate/Post Graduate/ MBA.

OBJECTIVE OF THE STUDY

The primary objective of the present study is to investigate the work life balance in the IT companies and the

Human Resource Management

impact of work life balance and burnout dimension ie Stress, De-motivation and Emotion on job satisfaction of the employees. The secondary objectives are as follows:

- To find out the reasons for work life balance in IT companies.
- To find out the effects of work life balance in IT companies.
- To find out the way to improve work life balance in IT companies.
- To gain an insight to working in current working time policies and practices as well as work life balance issues in IT companies.

Work is indeed important for people. However, the primary group of any person is family. He works to achieve a sense of satisfaction as well as to satisfy personal and family needs. Job satisfaction will depend on these two factors. Lack of gratification of any of the needs will result in poorer job satisfaction, high demands from the organization leading to burnout and frustration. In such situations, an employee experiences depletion, de-motivation and disappointment. Men generally have work as a central theme in their lives. They achieve a sense of satisfaction when they do well on the job and progress in their careers. They thus get over-involved with work.

HYPOTHESIS

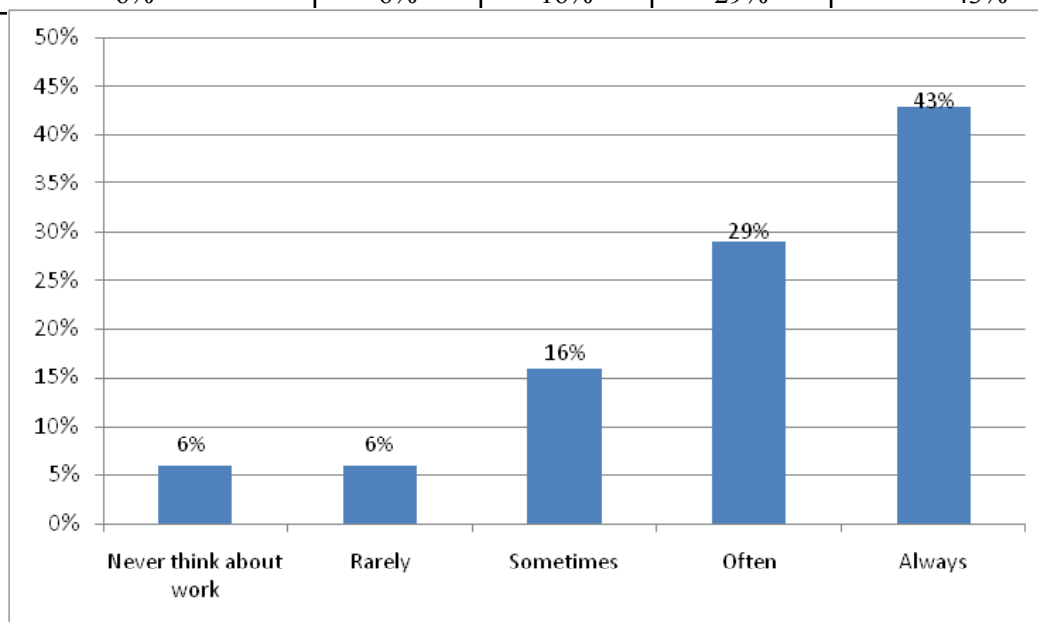
- **Work life balance and job satisfaction** are positively associated.
- The **burnout dimensions and job satisfaction are negatively associated.**
- The components of burnout ie **Emotion, Stress and De-motivation** are positively correlated with each other.
- There is no significant difference of gender on work life balance and job satisfaction.

RESULTS

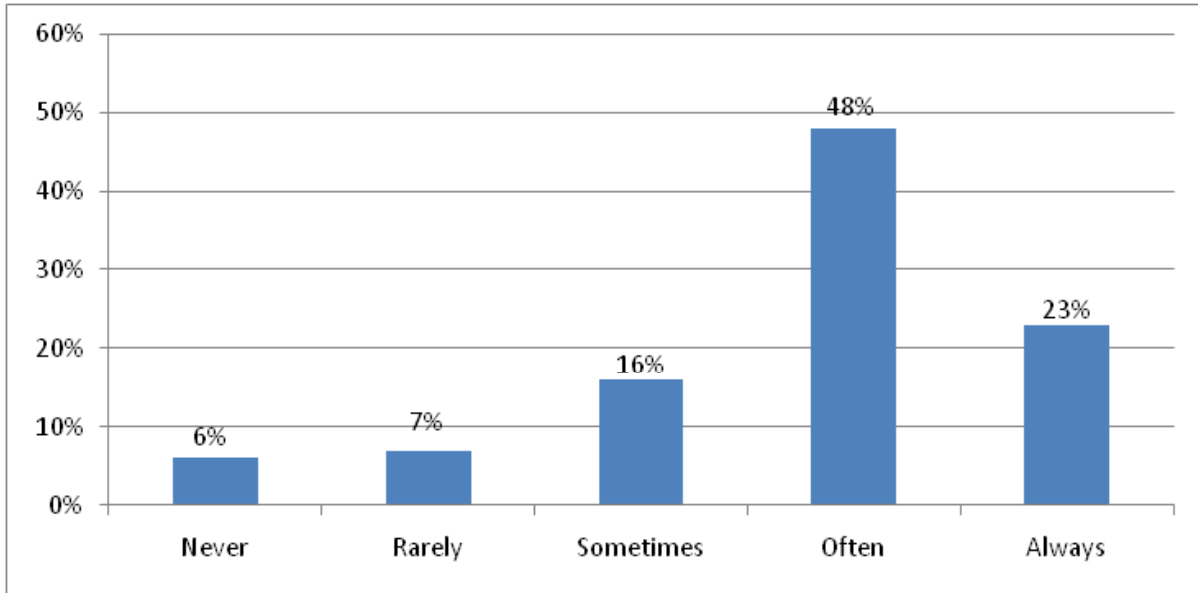
The data is analyzed through statistical tools to test the hypothesis. The correlation analysis and regression analysis were done separately.

1. How often do you think or worry about work.

Never think about work	Rarely	Sometimes	Often	Always
8	8	22	40	60
6%	6%	16%	29%	43%

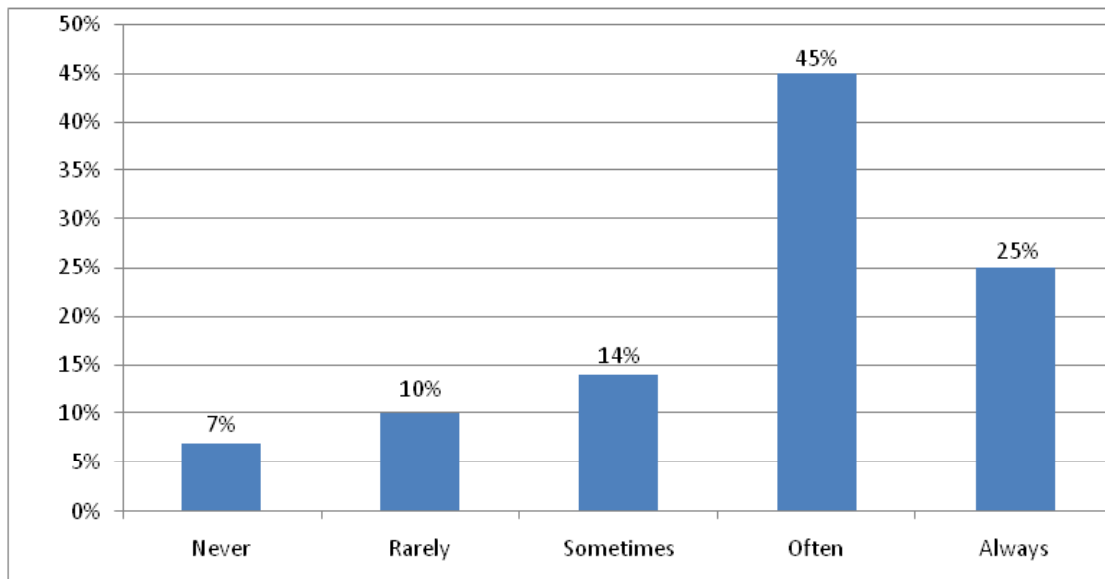


2. Do you ever miss out any quality time with your family or friends because of pressure of work?



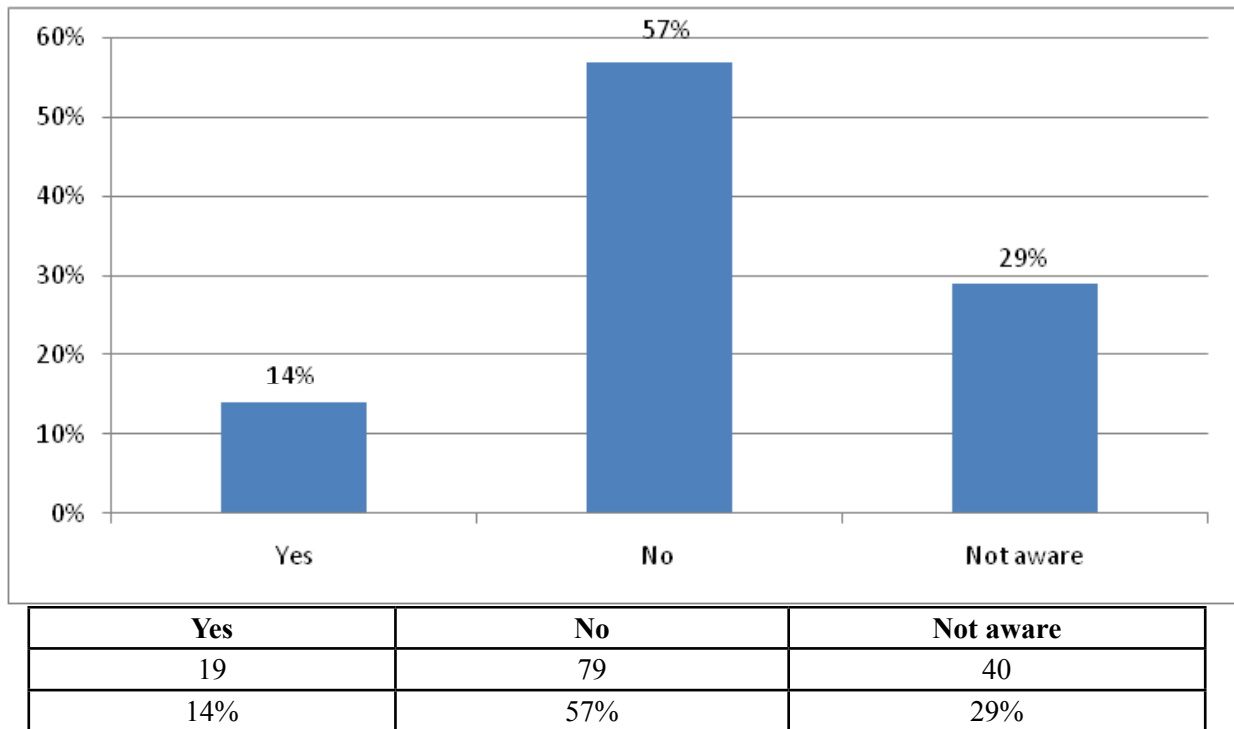
Never	Rarely	Sometimes	Often	Always
8	10	22	66	32
6%	7%	16%	48%	23%

3. Do you ever feel tired or depressed because of work?



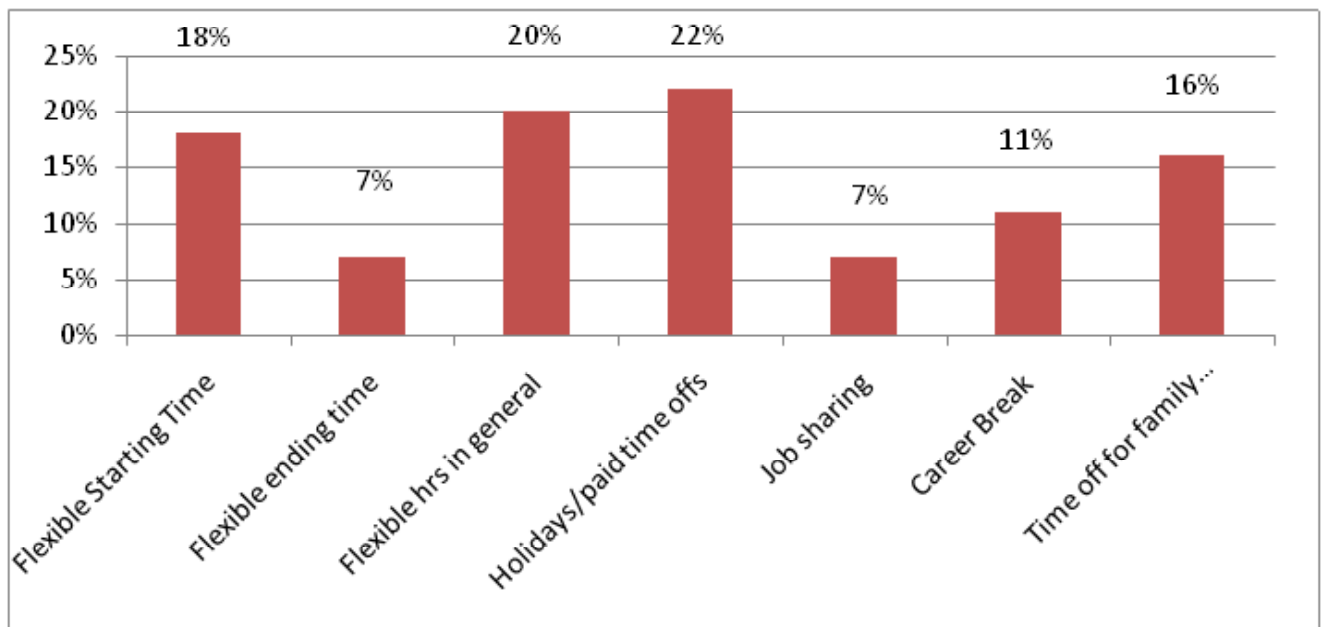
Never	Rarely	Sometimes	Often	Always
9	14	19	62	34
7%	10%	14%	45%	25%

4. Does your company have separate policy for work life balance?



5. Do you personally feel any of the following will help you to balance work life?

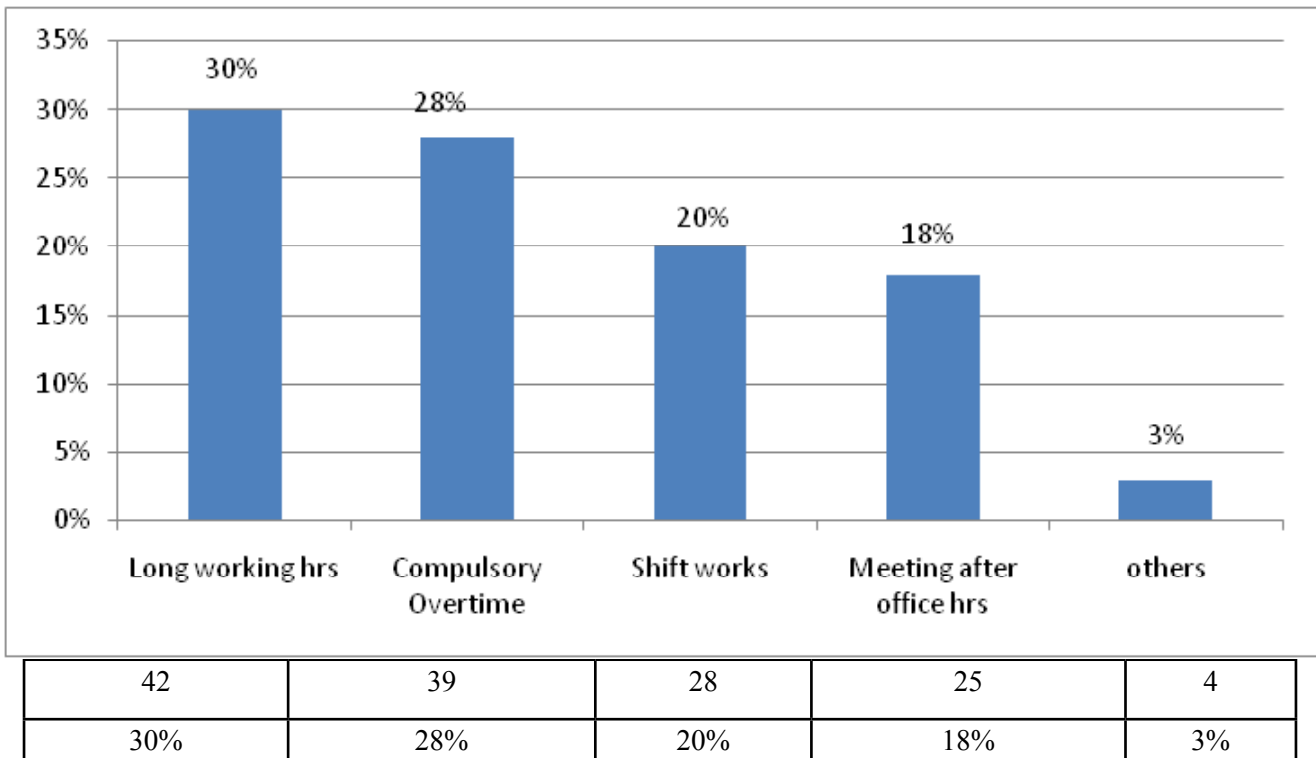
Flexible Starting Time	Flexible ending time	Flexible hrs in general	Holidays/paid time offs	Job sharing	Career Break	Time off for family engagement
------------------------	----------------------	-------------------------	-------------------------	-------------	--------------	--------------------------------



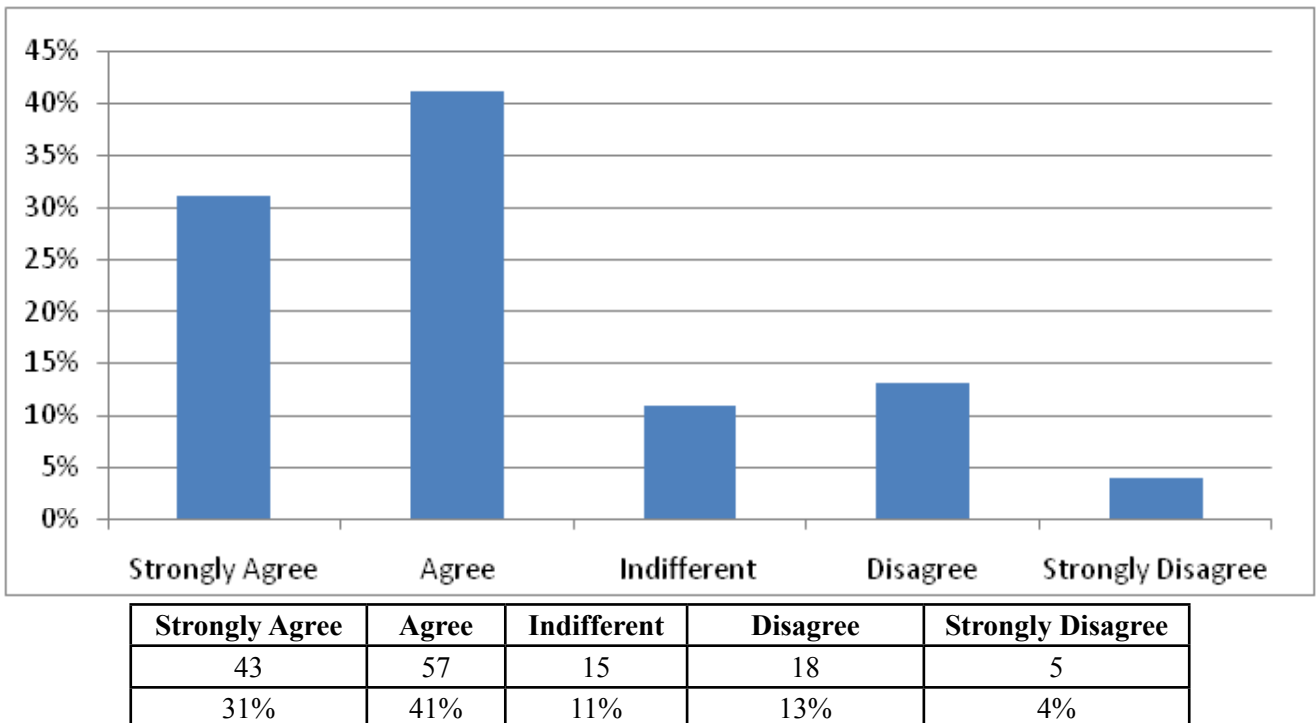
25	9	28	30	9	15	22
18%	7%	20%	22%	7%	11%	16%

6. Do any of the following hinder you in balancing your work and family commitments?

Long working hrs	Compulsory Overtime	Shift works	Meeting after office hrs	others
------------------	---------------------	-------------	--------------------------	--------



7. Do you feel work life balance policy in the organization should customized to individual needs?



From the responses received from the above questionnaire, it has been found out that the most of the IT companies employees think about their job or work assignments most of the times when they are not at work also. Many of them are not able to spend quality time with their family and friends due to the work pressure. The employees responded that most of the times they feel more tired, depressed and exhausted because of excessive workload.

Human Resource Management

Most of the IT companies do not have separate policies for work – life balance. The employees feel that there should be provision for flexible working times, paid holidays, job sharing, career breaks, and time off for meeting family engagements. Further, long working hours as well as compulsory overtime hinders the work life balance of the employees most of the times as compared to other factors such as shift works or meetings after working hours. Also it was found that the male and female group has differed in the variable job satisfaction and not on the other variable work life balance i.e. male group have higher job satisfaction then the female group. So the hypothesis 4 is rejected.

Correlation Analysis

Table1 shows that the relationship between job satisfaction and the burnout dimensions i.e. Emotion, Stress and de-motivation are negatively associated indicating that greater the burnout lower the job satisfaction. Also the table shows that the independent variable work life balance and the dependent variable job satisfaction are positively associated, it indicating higher the work life balance will give higher job satisfaction.

Table 1. Inter –variable correlation between the different variables for the sample size: 138.

Variables	Work Life Balance	Emotion	Stress	De-Motivation
Work Life Balance	----			
Emotion	-0.56**	-----		
Stress	-0.46**	0.75**	-----	
De-Motivation	-0.43**	0.85**	0.86**	-----
Job Satisfaction	0.51**	-0.42**	-0.44**	-0.38**

p =0.05

Regression Analysis

Table 2 shows that the independent variable work life balance entered in the stepwise regression and explained a variance of 32.31% in the job satisfaction.

Table 2. Work Life balance as a predictor of Job satisfaction.

Model	Variables	Adjusted R square	Beta Values Standardized	t-value	F-value.
1.	Work Life Balance	0.32	0.57	7.31**	54.55

p=0.05

DICUSSION:

This study shows that work life balance and job satisfaction are positively associated in IT industry. It implies that when the employees give equal attention to the both the personal life and professional life, they like their job and feel satisfied. The burnout components Emotion, stress, De-motivation are negatively associated with job satisfaction.

In the regression analysis the work life balance is the predictor of the job satisfaction in the IT in the group of the employees. The work life balance is negatively associated with the burnout dimensions emotion, stress, de-motivation. In other words we can say that if the employees cannot balance their personal life and the professional life then there will be a case of burnout.

CONCLUSION

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 where as 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.

REFERENCES:

1. Y.P.S.Kanwar, A.K.Singh and A.D.Kodwani; *The Journal of Business Perspective* .Vol.13. No.2. April –June 2009.
2. Arvey, R.D., Bouchard, T.J., Segal, N.L., and Abraham, L.M. (1989), "Job Satisfaction: Environmental and Genetic Components," *Journal of Applied Psychology*, 74, pp. 187-192.
3. Babakus, E., Cravens, D.W., Johnston, M. and Moncrief, W.C. (1999), "The Role of Emotional Exhaustion in Sales Force Attitude and Behaviour Relationships," *Journal of the Academy of Marketing Science*, 27.1, pp. 58-70.
4. Bakker, A.B., Demerouti, E. and Schaufeli, W.B. (2002), "The validity of the Maslach Burnout Inventory-General Survey: An Internet Study," *Anxiety, Stress and Coping*, 15.3, pp. 245-60.
5. Bhana, A. and Haffeejee, N. (1996), Relation among Measures of Burnout, Job Satisfaction, and Role Dynamics for a Sample of South African Childcare Social Workers," *Psychological Reports*, 79.2, pp. 431-434.
6. Bilgic, R. (1998), "The Relationship between Job Satisfaction and Personal Characteristic of Turkish Workers," *The Journal of Psychology*, 132.59, pp. 549-57. Boles, J.S. and Babin, B.J. (1996), "On the Frontlines: Stress, Conflict, and the Customer Service Provider," *Journal of Business Research*, 37.1, pp. 41-50.
7. Boles, J.S., Johnston, M.W. and Hair, J.F. Jr (1997), "Role Stress, Work-family Conflict and Emotional Exhaustion: Inter-relationships and Effects on Some Work-related Consequences," *Journal of Personal Selling and Sales Management*, 17.1, pp. 17-28.
8. Brayfield, A.H. and Rothe, H.F. (1951), "An Index of Job Satisfaction," *Journal of Applied Psychology*, 35, pp. 307-311.
9. Locke, E.A. (1976), "The Nature and Causes of Job Satisfaction," in M.D. Dunnette (Ed.), *Handbook of Industrial and Organisational Psychology*, John Wiley and Sons, New York, pp. 1297-1349.
10. Locke, E.A. and Lathan, G.P. (1990), *Theory of Goal Setting and Task Performance*, Englewood, Cliffs, N.J.: Prentice-Hall., New York, pp. 248-250.
11. Lockwood, Nancy R. (2003), *Work/life Balance: Challenges and Solutions*," *SHRM Journal*, 48.6, pp. 81-90. Loher, B.T., Noe, R. A., Moeller, N.L., and Fitzgerald, M.P. (1985),
12. "A Meta-analysis of the Relation of Job Characteristics to Job Satisfaction," *Journal of Applied Psychology*, 70. pp. 280-289. Low, G.S., Cravens, D.W., Grant, K. and Moncrief, W.C. (2001), "Antecedents and Consequences of Salesperson Burnout,"
13. *European Journal of Marketing*, 35.5/6, pp. 587-611. Luthans, F. (1998), *Organisational Behaviour*, (8th Ed.), Irwin McGraw-Hill, Boston.
14. Mahesh, V.S. and Kasturi, A. (2006), "Improving Call Centre Agent Performance," *International Journal of Service Industry Management*, 17.2, pp. 136-57.
15. Malhotra, N. and Mukherjee, A. (2004), The Relative Influence of Organisational Commitment and Job Satisfaction on Service Quality of Customer-contact Employees in Banking Call Centres, *Journal of Services Marketing*, 18.3, pp. 162-74.

Websites:

www.google.com

www.citehr.com