

An Empirical Study on Work-Life Balance of IT Employees in Hyderabad

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Abstract: Working in the present scenario, most workers in the corporate sector need to maintain a balance between work and family responsibilities where everything is changing rapidly. Increased focus and pressure on higher effectiveness, efficiency and productivity has become imperative for the sustainability of all organizations. Balancing work and personal life are not an issue only for married couples with children but it is a challenging issue with singles and those couples without children as they also have some valuable commitments at job and in personal life. The firms can help their employees in managing work life balance through various policies like job sharing, child care facilities, flexible working hours, elder care facilities and even holiday packages for travelling for their entire family. This study is focused towards the work-life balance of professionals working in IT sector in Hyderabad, India. The purpose of the study is to investigate the association between work-life balance and work-related variables, demographic variables. The study has been concluded that there is a relation between work-life balance and work-related variables and there is no association between demographic variables and work-life balance.

Keywords: work responsibilities, family responsibilities, work-life balance, IT sector

1 Introduction

In today's rapidly changing business environment, increasing competition, changing lifestyles and changing standard of living, Work-Life Balance has become a major challenge for organizations as well as for employees. Work-life balance not only helps the organizations in achieving the objectives effectively but also help the employees to fulfil their personal and career objectives. An effective work-life balance improves employee commitment, employee loyalty towards organization, increases productivity and their work performance. Because of the fast-changing business environment, the corporate sectors are not being able to provide protected environment and safe employment. Therefore, the attitudes, moral and business values of the employees are also changing and they are not showing any unconditional commitment towards the institution, resultant of conflicting demands of work output is an imbalance between work and personal/family life of the employees.

The changes in family sphere have impacted the WLB of employees. The changes in family sphere includes nuclear families, single parent households, dual earning parents, parents working at different locations and increasing household work. Therefore, it has become difficult to meet the family demands along with the work demands. The fast changing among the youth today, they tend to work very effectively and efficiently for getting opportunities/chances for their career and they also want to travel, socialize, pursue their hobbies, take up adventure sports etc., but when they fail to obtain in time for these amenities, then employees suffer from frustration and stress at work place.

With changing challenges in business where demands at workplace and demands in personal/family life are affecting the work life balance of the employees, the organizations are focusing on this prominent issue of HR department. The benefits of work-life balance along with the support from the organization as well as the disadvantages of not achieving work-life balance have been studied extensively by many researchers for the proper understanding of the concept under consideration. Thus, the business organizations are required for improved productivity and with maintaining good balance between work and personal life (WLB) which supports the employee to contribute more efficiently in connection with the organizational growth and for achieving the predefined objectives.

Concept of work-life balance

WLB is connected to the effective and efficient management of many responsibilities at work, at house and in the other considerations of Personal life. This concept came into existence because of the rapid changes at the work place, in employee demographics and in the family sphere. Clark (2000) defined WLB as “Work-life balance provides satisfaction and effective functioning at work place and at home, with a minimum of role conflict, anxiety and stress.”

Work life balance was initially conceived in terms of work family conflict (Kahn et al., 1964), work family enhancement / facilitation or work family balance. The conflict denotes that the simultaneous occurrence of two sets of pressures such that compliance with one would make more difficult compliance with the other. Greenhaus & Beutell (1985) said that work family conflict means a form of inter role conflict in which the role pressures from work and family domains are contradicting in some respect. If one if focusing more on the work (family) role, then it becomes difficult to actively participate in family (work) role.



Figure 1 Work-Life Balance

Most researchers have found out the distinction between work-family conflict and family-work conflict and they explained it in a vast manner.

Work-family conflict occurs when an employee experiences the following at work which in turn interferes with the family life:

- Extensive, irregular or inflexible working hours
- Interpersonal conflict
- Immense travel
- Career transitions
- Work overload
- Job stress, and
- Unsupportive supervisor

Family-work conflict occurs when an employee experiences the following in the family which in turn interferes with the work life:

- Presence of young children
- Elder care responsibilities
- Interpersonal conflict within the family unit
- Primary responsibility for children
- Non - supportive family members

The researchers also investigated that work responsibilities and family obligations need not always clash (Greenhaus and Powell, 2006). “Work–life balance was defined as the extent to which employees are equally engaged in and equally satisfied with work and family responsibilities” (Clark, 2000). According to Fisher (2001) WLB have four components.

- 1st is Time: The quantum of time to be spent at work obligations and how much time is spent for performing the activities other than work.
- 2nd is Behaviour: WLB is based on belief of an individual that he/she will be able to accomplish the objectives at workplace along with his Individual/Personal life objectives.
- 3rd is Strain: It refers to a third source of inter role conflict of the worker.
- 4th is Energy: Energy is a limited resource and it relates to the worker being able to complete the responsibilities at work and personal responsibilities as well.

According to Greenblatt (2002), “Work-life balance as acceptable levels of conflict between work and non-work demands”. For achieving WLB the employees need to manage the available resources in an institution in an efficient and effective manner.

Benefits of work-life balance Initiatives

Work-life balance initiatives have been an integral part of HR policies for a long time. There are certain benefits to employer as well as employee.

Benefits for employers include:

- Lower staff turnover and increased return on training
- Reduced absenteeism
- Improved employee morale and commitment
- Reduced stress and improved productivity
- A more flexible work force
- Increased ability to attract and recruit staff
- An enhanced corporate image

Benefits for employees include:

- Ability to manage work and individual commitments
- Improved personal and family relationships
- Flexible working arrangements resulting in reduced work overload.
- Increased ability to remain employed.
- Increased ability to remain competitive in career advancement
- Improved health
- Increased motivation and job satisfaction

Therefore, the WLB can be defined as a trade-off between professional and personal life of the workforce. It is an association between paid work and employee’s lives outside of their work and the equilibrium between these two can be achieved, based on the personal requirements, expectations, and desires of an individual. WLB can be influenced by work intensity, work type, work hours, facilities at work, increased jobs in service sectors etc.

2 Literature Review

Varatharaj and Vasantha (2012) conducted a study on the WLB of female employees in the service sector. WLB entails attaining trade-off between job profile related work of employee and other activities assigned to her so that it raises non-action between office and personal life of worker. WLB increases the effectiveness and productivity of employee in a company. The study found that the group of the female worker are comfortable at the workplace regardless of their personal obligations and workplace responsibilities.

Levy (2012) conducted a study exploring the effect on women employee because of full time or part time and their perceived WLB and also examined the influence of child care facilities, working hours, age of children, qualification, and workload on their perceived WLB. It was found in this study that full time employed working women with younger children had a significant negative impact on the success in balancing their work and family life.

Gaur et al. (2013) studied the effect of gender and type of educational institute on the work life balance management. They found that women can balance the work and personal life in a better way in comparison of men if a homely environment has been provided to them at work. The study also found that male workers are less depressed and stressed because of extra work burden at workplace than female employees. On the other hand, both male and female employees want that the firm to provide them flexibility to take care of their family dependent at home.

Karatepe (2013) suggested that employees who had work-family conflict and Family work conflict with work overload, they were not able to establish a balance between work and family roles, they were emotionally exhausted and less embedded in their job and placed poor performance at organization. Poor WLB led to many devastating things like tardy, lack of motivation, more errors, bad performance and absence from work and so on and also it reduces quality of work and productivity without any doubt.

Lakshmi and Gopinath (2013) examined the work life balance of the women teachers of SRM Universities, Tamilnadu in India. The results revealed various factors affecting work life balance of these teachers. Under first component, four factors affect work life balance of women teachers i.e. marital status, working hours, flexibility at work, and over time. The second component includes number of dependents, childcare and overtime reason. The third component lists three factors which are number of dependents, supervisor support and ability to discuss the work life balance freely with functional head. Women in India are not very successful at work life balance and often withdraw from her work because their husbands are not sharing the responsibilities which related to working environment and personal life as compared to the WLB of women workers in United Kingdom.

Yadav and Dabhade (2014) informed that WLB for female workers is of utmost importance as if there is job dissatisfaction and stress in personal life, it will affect the female employees mentally and physically. WLB requires attaining balance between work and family responsibilities, so that it decreases the conflicts between work and family life. The productivity of any company depends on the well functioning of its workers which depends on institutional and non-institutional facets. The study suggested that work-life balance can be attained through the variables of employee satisfaction like supportive work environment, supportive supervisors, work flexibility, equality at work and employee oriented policies.

Nayak (2015) stated that WLB has become a vital consideration for employees working in all sectors, especially for women employees because of dual responsibility of their work and home responsibility, it is very difficult to maintain a proper balance between work and personal life and resultant they face work-life conflict in organization. The study focused on various variables related to work-life conflict.

3 Research Methodology

The study conducted among IT professionals in Hyderabad, India. There were 80 samples selected randomly from IT companies in Hyderabad. The study mainly depends on primary data which has been collected through online survey method. Primary data collected based on scheduled questionnaire consists of following sections: section one of the questionnaire if framed to obtain general information of employees. Section two deals with dimensions of work-life balance. Section three deals with work related variables. All the employees are asked to rate the questions related to work-life balance in 5 point Likert scale. To test the hypothesis statistical tools like correlation and chi-square tests were used.

Objectives of the study

- To investigate the association between work-life balance and work related variables that affect the WLB of IT employees in Hyderabad.
- To find out individual related items that effect work-life balance of IT employees in Hyderabad.

Hypothesis of the study

In order to achieve above said objectives that stated earlier the present study conceptualized the following hypothesis

- There is no influence of demographic variables on work-life balance IT employees in Hyderabad.
- There is no relation between work-related variables and work-life balance of IT employees in Hyderabad.

Limitations of the study

- The results obtained from this study cannot be generalized to a wide range of similar situations concerning in other cities of the state because the study is limited to Hyderabad only.
- The study is limited to IT sector only and hence cannot be generalised to other sectors.
- The present study is largely dependent on survey among various respondents, there may be a chance of less accuracy of data due to their busy schedule.

4 Data Analysis and Interpretation

Analysis of this study consists of three sections. First section deals with reliability of questionnaire. Second section of the analysis investigates if there is an association between demographic variables and work-life balance of IT employees in Hyderabad. Third section determines relation between work related variables and work-life balance of IT employees in Hyderabad.

Section I Reliability

In the present research, the reliability of questionnaire was determined by using Cronbach's coefficient alpha.

Table 4.1 Reliability Statistics

Cronbach's Alpha	N of Items
.927	45

Table 4.1 shows alpha value of questionnaire which has value >0.9 , which determined questions related to work-life balance can be viewed as acceptable as well as predictable.

Section II Relation between demographic variables and work-life balance

Following hypothesis determines association between demographic variables and work-life balance of IT employees in Hyderabad.

1) Null Hypothesis (H0): There is no significant association between gender and work-life balance of IT employees in Hyderabad.

Alternate Hypothesis (H1): There is significant association between gender and work-life balance of IT employees in Hyderabad.

Table 4.2 GENDER * WORK-LIFE BALANCE**Crosstabulation**

		WORK-LIFE BALANCE			Total
		DISAGREE	NEUTRAL	AGREE	
GENDER	FEMALE	2	8	36	46
	MALE	0	8	26	34
Total		2	16	62	80

Table 4.3 GENDER * WLB Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.855	2	.396
Likelihood Ratio	2.586	2	.274
Linear-by-Linear Association	.053	1	.818
N of Valid Cases	80		

Inference: The cross tabs table above confirming that there are 57.5 percent female respondents among them 78 percent agreed that they are able to maintain balance between work and family life. Female respondents are more effective in maintaining work-life balance compared to male respondents. Since significance value $p > 0.05$ i.e. $p = 0.396$, The Chi Square analysis indicating that the null hypothesis is accepted which means there is no significant association between gender and work-life balance of IT employees in Hyderabad.

2) Null Hypothesis (H0): There is no significant association between age and work-life balance of IT employees in Hyderabad.

Alternate Hypothesis (H1): There is significant association between age and work-life balance of IT employees in Hyderabad.

Table 4.4 AGE * WORK-LIFE BALANCE**Crosstabulation**

		WORK-LIFE BALANCE			Total
		DISAGREE	NEUTRAL	AGREE	
AGE	<25 YEARS	2	12	35	49
	25-30 YEARS	0	2	22	24
	31-35 YEARS	0	2	3	5
	36-40 YEARS	0	0	2	2
	Total	2	16	62	80

Table 4.5 AGE * WLB Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.975 ^a	6	.426
Likelihood Ratio	7.252	6	.298
Linear-by-Linear Association	1.584	1	.208
N of Valid Cases	80		

Inference: The cross tabs table above confirming that there are 61 percent of respondents are below 25 years among them 71 percent agreed that they are able to maintain work-life balance. Since significance value $p > 0.05$ i.e. $p = 0.426$, The Chi Square analysis indicating that the null hypothesis is accepted which means no significant association between age and work-life balance of IT employees in Hyderabad.

3) Null Hypothesis (H0): There is no significant association between years of experience and work-life balance of IT employees in Hyderabad.

Alternate Hypothesis (H1): There is significant association between years of experience and work-life balance of IT employees in Hyderabad.

Table 4.6 EXPERIENCE * WORK-LIFE BALANCE

Cross tabulation

		WORK-LIFE BALANCE			Total
		DISAGREE	NEUTRAL	AGREE	
EXP	<2 YEARS	2	10	38	50
	2-4 YEARS	0	3	15	18
	4-6 YEARS	0	2	6	8
	>6 YEARS	0	1	3	4
Total		2	16	62	80

Table 4.7 EXPERIENCE * WLB Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.553	6	.956
Likelihood Ratio	2.226	6	.898
Linear-by-Linear Association	.157	1	.692
N of Valid Cases	80		

Inference: Since significance value $p > 0.05$ i.e. $p = 0.956$, chi-square analysis indicating that null hypothesis is accepted which means there is no significant association between years of experience and work-life balance of IT employees in Hyderabad. The cross tabs table above confirming that there are 62.5 percent of respondents had less than 2 years of experience among them 76 percent of respondents agreed that they are able to maintain work-life balance.

4) Null Hypothesis (H0): There is no significant association between educational qualification and work-life balance of IT employees in Hyderabad.

Alternate Hypothesis (H1): There is significant association between educational qualification and work-life balance of IT employees in Hyderabad.

Table 4.8 EDUCATIONAL QUALIFICATION * WORK-LIFE BALANCE
Cross tabulation

		WORK-LIFE BALANCE			Total
		DISAG REE	NEUTRAL	AGREE	
EDU. QUL.	UNDER-GRADUATE	2	13	55	70
	POST-GRADUATE	0	2	6	8
	PROFESSIONAL QUALIFICATION	0	0	1	1
	DUAL DEGREE	0	1	0	1
	Total	2	16	62	80

Table 4.9 EDUCATIONAL QUALIFICATION * WLB

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.714	6	.581
Likelihood Ratio	4.345	6	.630
Linear-by-Linear Association	.674	1	.412
N of Valid Cases	80		

Inference: The cross tabs table above confirming that there are 87.5 percent of respondents are under graduates among them 79 percent of respondents agreed that they are able to maintain balance between work and family life. Since significance value $p > 0.05$ i.e. $p = 0.581$, chi-square analysis indicates that null hypothesis is accepted which means there is no significant association between educational qualification and work-life balance of IT employees in Hyderabad.

5) Null Hypothesis (H0): There is no significant association between marital status and work-life balance of IT employees in Hyderabad.

Alternate Hypothesis (H1): There is significant association between marital status and work-life balance of IT employees in Hyderabad.

**Table 4.10 MARITAL STATUS * WORK-LIFE BALANCE
Cross tabulation**

	WORK-LIFE BALANCE			Total
	DISAGREE	NEUTRAL	AGREE	
SINGLE	2	12	45	59
MARRIED	0	4	17	21
Total	2	16	62	80

Table 4.11 MARITAL STATUS * WLB Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.769	2	.681
Likelihood Ratio	1.274	2	.529
Linear-by-Linear Association	.419	1	.517
N of Valid Cases	80		

Inference: The cross tabs table above confirming that there are 73 per cent of respondents marital status is single among them 76 percent respondents agreed that they are able to maintain work-life balance. 80 percent of married respondents also agreed that they are able to maintain balance between work and family life. Since significance value $p > 0.05$ i.e. $p = 0.681$, The Chi Square analysis indicating that the null hypothesis is accepted which means there is no significant association between marital status and work-life balance of IT employees in Hyderabad.

Section III Relation between work-life balance and work-related variables

1) Null Hypothesis (H₀): There is no significant correlation existed between work related variables and work-life balance of IT employees in Hyderabad.

Alternate Hypothesis (H₁): There is significant correlation existed between work related variables and work-life balance of IT employees in Hyderabad.

**Table 4.12 Work related variables(WRV) * Work-Life balance(WLB)
Correlations**

		WORK RELATED VARIABLES	WORK LIFE BALANCE
WORK RELATED VARIABLES	Pearson Correlation	1	.402
	Sig. (2-tailed)		.000
	N	80	80
WORK LIFE BALANCE	Pearson Correlation	.402	1
	Sig. (2-tailed)	.000	
	N	80	80

Inference: As Pearson correlation value is positive i.e. 0.402 states variables related to work and work-life balance are positively correlated. Thus, there is a relation between work related variables and work-life balance.

5 Findings

- 77.5% of employees agreed that they are able to maintain balance between work and personal life among them 58% of respondents are female. Analysis indicated that female are more effective in maintaining work-life balance compared to male.
- 61% of respondents are below 25 years among them 71% agreed that they are able to maintain work-life balance
- 62.5% of respondents had less than 2 years of experience among them 76% of respondents agreed that they are able to maintain work-life balance.
- There is no association between demographic variables and work-life balance of IT employees in Hyderabad.
- 87.5% of respondents are under graduates among them 79% of respondents agreed that they are able to maintain balance between work and family life.
- 69.7% of employees agree that travelling away from home for office work hinder them in spending time with their family.
- 48.5% of employees are suffering from headache and 24.2% of employees are suffering from hypertension due to work-life imbalance.
- 65% of employees say that the amount of time their job takes up makes it difficult to fulfil their family responsibilities.
- 80% of employees agreed that their family support makes them more effective in their work performance.
- 65% of employees agreed that they are able to fulfil their family demands with help of organizational policies and programmes.

6 Conclusion

The family and work life both are important to employees in any sector and if there is any imbalance between family and work it causes stress and strain which leads to various diseases. Achieving a good balance between family and work commitments is a growing concern for employees in any organization. As work-life imbalance causes many problems employers are introducing many work-life balance policies in organizations. Juggling between the obligations towards families and expectations of organization and constant struggle to maintain balance have a serious implication on individual life. Therefore, it is important for employees to maintain balance between professional, personal and social life. To maintain work-life balance organization should provide sessions on time management, work planning and also organization should conduct stress relieving programs like yoga and meditation for employees regularly in order to reduce stress level. Organization can give flexible working hours to their employees in order to get relaxed for their next day. Fun at work can be encouraged to keep employees relaxed at work. This will help them to achieve their goals.

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