Work Life Balance: An empirical study of IT sector in Bangalore City

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Abstract

India is one of the most preferred outsourcing destinations. "The Indian ITES IT industry contributed to the domestic economy over the years. It provides valuable assistance to the service sector. Workplace stress occurs in all professionals but, in particular, IT professionals are highly prone to workplace stress" as per NASSCOM report of 2011. The study was done to determine the causes of workplace stress and its associated factors among health-care professionals in IT Industry. The objective of the study is to know the prominent factors causing problems in the personnel life which will also affect their professional life. The primary data was collected by means of self-administered structured questionnaire and the secondary data was collected from the company websites, books and journals. The study found that factors that caused imbalance in WORK LIFE BALANCE are: Workload, Organizational decisions, Lack of support, Personnel issues, Flexibility of time and space, etc., along with the effects that is stress, personnel life being spoiled, health issues, reduced productivity and many more. Based on these findings' suggestions are given to make work life better through, flexible timing, social meeting, respecting the personnel commitments, work from home options and many more.

Keywords: Personnel life, Flexibility of time, Flexibility of space, social meeting, IT Industry, Work life balance etc.

Introduction

Information Technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO). 'One of the biggest factors that have helped India to make its mark on the world map is through its booming IT industrial sector. The contributions being made by the IT industry towards the country's GDP has led to a steady growth of the Indian economy. IT sector has helped the domestic economy to integrate with the world economy. It has made significant impacts on the lives of many people. It has also helped people settled in far flung topographies to connect with the rest of the world. It has given birth to e-governance practices, as a result of which people get an easy access via e-health, e-education, e-ticketing etc.' (Economic Survey 2020-21, 2021)

Today almost everything should be possible online whether its shopping, tagging, recording Income Tax returns and so forth. However, the year 2020 was loaded with difficulties and vulnerabilities, yet the IT area figured out how to accomplish twofold digit development rate and achieved incomes of USD 108 billion in the financial year 2020-2021.

The Information Technology & Information Technology Enabled Services (IT-ITeS) area is a field which is going through fast development and is changing the state of Indian business principles. This area incorporates programming advancement, consultancies, programming the board, online administrations and business process outsourcing (BPO).

'The $191-billion Indian IT industry is slated to grow slower in 2020 fiscal at 7.7% compared to 8.1% in the previous year. CEOs of Indian IT firms seem to be "cautiously optimistic" about the future due to global macroeconomic uncertainties' says a survey by NASSCOM.

From the above statistics and infographics, it is clear that the Indian software industry is a major part of the country's economy and that it is contributing a lot to the global IT industry through IT, software, and engineering services exports.

This major Industry of India is facing biggest challenge of distorted Work Life Balance. The employees are getting over stressed, over worked, feeling undervalued, not able to manage financials, not able to spend happy time with family, not adequate sleep due to work stress which is making them unhappy

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with work and this hinders the self-development along with the growth of the organisation. Due to lack of work life balance many health issues, anxiety problems, fights among the family members and this heavily affects the mentally well-being. Employees are looking for change all the time then concentrating on sustainable growth in the same organisation.

This made the researcher to study work life balance by enquiring the employees on the cause of work life balance issues so the report helps the industry to know what the actual reasons of many employees is.

Indian IT industry

The IT industry in India is a key part of the country's economy. In 2017, information technology and its various subsectors represented almost eight percent of the nation's overall GDP. In financial year 2019, this industry in India generated an annual revenue close to 180 billion U.S. dollars, a significant increase from the generated revenue ten years ago. A majority of this revenue was generated in exports while domestic revenue totalled to less than 50 billion U.S. dollars for the mentioned period.

As the industry in the south Asian continued to flourish, end-user spending on the market also increased, albeit slowly. IT end-user spending in the country stood at around 67 billion U.S. dollars in 2013 but has decreased considerably and is estimated to reach a value of around 17 billion U.S. dollars in 2020.

Key drivers of growth in the IT sector

- Low cost of operation and tax advantages
- Supportive government policies & Government established SEZs
- Availability of technically skilled manpower
- Rapid introduction of IT technologies in major sectors such as telecom, BFSI.
- Strong growth in export demand

Literature Review

Self-Determination Theory: 'Self-determination' is an authoritative principle of our action (Woodrow Wilson, Former President, United States of America). It is defined as the ability or right to make one's own decisions without interference from others. The essence of the term is captured in the theory of Self-determination (SDT). SDT has evolved from the empirical research based on dominance of intrinsic motives over extrinsic motives (1970). The theory is proposed by Edward L. Deci and Richard M. Ryan (2000). SDT refers to the influence and choices an

Babitha Nambiar, (2020) showed work life balance not only has impact on employee attitude but also on the organizational effectiveness. Industry understands the work life conflict has significance on business costs, which decreases the turnover rates and Organisational productivity. Influences influence the well-being of employees with a lack of engagement, absenteeism, and lack of poor retention levels. This makes Employees tempt to rack up those extra hours that might better the chance to maintain their position or to get a raise or promotion, but it will undoubtedly take-home life for a toss.

Dhiman Bhattacharyya, (2020) found that better work life balance gives motivation to employees, provides better sense of control and ownership in their work life. Ensures good employee-management relationship, reduces management-co-worker conflicts, and improves productivity. Proper training should be given to manager so that they are more empathic and skilled in managing the employees with the better balance. It enables employees be less stressed and consequently strike a better work-life balance.

Srinivas Subbarao Pasumarti, (2019 clearly sates about the liberation of labour regulation from the IT industry so that; it can have rapid development throughout the globe. Even though it the argument of sustaining and expanding economic growth of the developing nation like India. Industry must make sure that the pressure is not carried by the workforce of the industry. The industry must make sure to provide work life balance to the employees beyond the aspects of active employee engagement, good work culture.

Jennifer Smith Dianne Gardner, (2007) states that factors affecting employee use of work-life balance initiatives. In this study, we list out the factors affecting the work life balance through hypothesis & analysis. The most frequently used Work Life Balance initiatives were flextime, time off to attend non-work events, paid special leave to care for dependents, paid special leave for other purposes and time off for study.

Nancy R. Lockwood (2003) found that work life balance challenges and solutions Work/life programs have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times. In today's global marketplace, as companies aim to reduce costs

T. Alexandra Beauregard Lesley C. Henry, (2009) in their research study states that making the link between work-life balance practices and organizational performance. To understand the bridge between the Work Life Balance & Organization performance. To make both Work Life Balance & Organization growth

optimum. Here we analyze one by one parameters of Work Life Balance in comparison with Work Life Balance aspects. Important points to be followed for Work Life Balance and aspects to compromise for the organizational goals. Common stand for the betterment of both.

Alexandra Beauregard Lesley C. Henry (2012) in their empirical study on the effect of work/life commitment to work-life conflict to study the issues related to work life balance commitment to the work life conflict. To study the Life commitment impact on Work Life Balance commitment. Analyzing 4 aspects work orientation, life orientation, integration and disengagement orientation. To draw the conclusion based on the orientation. Our findings indicated that employees' assessment of various profiles or work/life orientation are shaped by both work commitment and life commitment.

Research methodology

Objective of the study

1 To measure the employees, work life balance in IT Sector

2 To study the employees, work attitude due to the imbalance work life

3 To study the employees, perception towards the industry

4 To suggest the suitable measures to improve the overall work life balance of the employees in the IT industry.

We have chosen the two global companies of the IT industry for this study, namely Tata Consultancy Services and International Business Machine. Both companies are the largest producers of the IT Services and products. Huge number of employees working in this organisation makes them biggest area of scope for HR activities. The employees of these big organisations will usually be challenged in all aspects as officially as they cannot directly speak to the main boss due to big hierarchy involved. The overall population of software engineers in the companies chosen is 4, 17,929. A questionnaire was administered for the survey. Researcher created a Google link to administer the survey. 384 links were sent to administer the survey, out of which we have received only a total number of 125 responses to the survey. As time was constraint, the researcher waited for a time period of 2 months from sending the link and after having sending 2 gentle reminders to the responders, the researcher chose to close the link after a time period of 2 months from starting the survey.

Sample Size Calculations for large population exceeding 10000 developed by Fisher and et.al.

$$n = \frac{(Z^2\, pq)}{d^2}$$

Were,

n = Sample Size; Z = Standard Normal Deviation set at 1.96 corresponding to 95% of confidence interval; p = Population estimated to have particular characteristics; q = (p-1) and d = Degree of Accuracy set at 0.05

$$n = \frac{(1.96)^2\ 0.5*0.5}{0.05^2}$$

$$n = 384.16 \approx 384$$

Questionnaire was structured in line with the objective of the study being conducted. The questions are so formed to identify the area of trouble. Which aspect is the reason for weak WORK LIFE BALANCE for employees in the IT industry? The data collection for the research is based on secondary data collected from different Journals, websites, books,

Data was analysed using the tools like MS office Excel and SPSS software and the descriptive analysis is done on the data collected.

Data Analysis

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.658
Approx. Chi-Square	486.613
Bartlett's Test of Sphericity Df	210
Sig.	.000

Source – Computed from Primary Source

As per table 1, The KMO measures of sampling adequacy test gives 0.703 showing the sufficiency of data to employ factor analysis. The Bartlett's test of sphericity for the appropriateness of factor analysis is satisfactory, as the chi-square value is calculated as 486.613 at a degree of freedom 210 and with p value within the threshold limit ($p<0.001$). since the estimated value of chi-square is very high and the result is significant, factor analysis is appropriate for the present data set. (Borgaon, 2016)

Table 2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.695	17.596	17.596	3.695	17.596	17.596
2	1.886	8.980	26.576	1.886	8.980	26.576
3	1.626	7.741	34.317	1.626	7.741	34.317
4	1.350	6.427	40.745	1.350	6.427	40.745
5	1.290	6.145	46.889	1.290	6.145	46.889
6	1.170	5.570	52.459	1.170	5.570	52.459
7	1.142	5.436	57.896	1.142	5.436	57.896
8	1.048	4.990	62.886	1.048	4.990	62.886
9	.982	4.676	67.562			
10	.931	4.435	71.997			
11	.810	3.858	75.855			
12	.743	3.540	79.396			
13	.683	3.252	82.647			
14	.610	2.905	85.552			
15	.580	2.761	88.313			
16	.564	2.687	91.000			
17	.468	2.230	93.230			
18	.387	1.845	95.075			
19	.385	1.834	96.909			
20	.350	1.668	98.577			
21	.299	1.423	100.000			

Extraction Method: Principal Component Analysis.
Source – Computed from Primary Source

Table 3: Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
Do you feel comfortable and relaxed at home after office?	.735							
How much long working hours affect the productivity?	.718							
Are your extra efforts being recognized and valued?	.647							
Are you satisfied with your work and life balance?	.608							
Balance between the Work life & Personnel life	.483							
Reason for the financial Imbalance		.809						

	Component							
	1	2	3	4	5	6	7	8
Are you able to meet the basic financial requirements?		.641						
Do you bring work home with you?			.658					
Do you over stay at office?			.602					
Do you frequently feel anxious or upset because of what is happening at work?			.597					
Feel stressed at work?			-.449					
Are Health problems arising due to work?				.845				
Are you working Normal Hours Per day?				-.470				
Choose a reason for damaging the work life balance					.755			
Do you feel your job is at risk or personnel life is at risk?					.698			
How frequently you take your family for vacation						.868		
Are you able to attend social gathering in family or in office?						.462		
Getting Adequate sleep at night?							.748	
Are Flexible schedule given to you at office?							-.495	
Do you consume fast food to save time?								.758
Do you Skip Lunch?								.454

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 12 iterations.
Source – Computed from Primary Source

The above table 2 and table 3 show the Total Variance explained and Rotated Component Matrix respectively. The principal component analysis approach, using Varimax rotation, reduced the explanatory variable in to 8 factors based on 21 values greater than 0.400. The criterion of factor loading was based on the absolute value of co-efficient in the rotated component matrix. Each factor was composed of specific explanatory variables that loaded more than .400 on the factor. In the co-efficient display format option co-efficient with values less than .400 were suppressed. The variables were sorted by the size under factor based on the absolute values of their loadings. The total variance explained by the factor analysis is calculated at 62.086. The first factor was labelled as Professional Work Balance has factors (5) these are – productivity, recognition, satisfaction and balancing act. The second factor is labelled as Financial Balance has (2) these are – basic financial requirements and reasons for shortfall. The third factor is labelled as Time Balance consisting of (4) factors these are – over stay at office, bring work to home, feel anxious and stressed at work. The fourth factor is labelled as Health Balance consisting of (2) factors these are – health problems and normal working hours per day. The fifth factor is labelled as Personal Life Balance consisting of (2) factors these are – damage to personal life and risk for personal life. The sixth factor is labelled as Relaxation Balance consisting of (2) factors these are – social gathering and vacation. Personal. The seventh factor is labelled as Flexible schedule consisting of (2) factors these are – flexible schedule and rest. The eighth factor is labelled as Food Balance consisting of (2) factors these are – Food habits and Skip lunch.

Researcher further checked for correlation analysis of the variables

Table 4: Correlation Matrix

Correlation *Significant at 0.05 level*	Balance between Work and Life
Flexible schedule is given to you at office	0.470
Not able to attend social gathering in family or in office	0.274
Not able to meet the basic financial requirements	0.171
Long working hours affect the productivity	0.294
Do you feel your job is at risk or personnel life is at risk	0.428
Do you feel your job is at risk or personnel life is at risk	0.428

From the table 4, it is found that, the correlation between the variables range between 0.171 and 0.470. The correlation between the variables is weak to moderate. Therefore, the researcher would not be able to conduct any further analysis using the data.

Suggestions

Below are the some of the suggestions for IT companies to make the Work Life Balance of the employees better based on out study.

1. Employees must be given a flexibility to choose the timing of working so that they can balance their personnel and work life in a well-planned manner.
2. The cause of stress must be identified in each department and across the organisations and solutions must be applied.
3. The company issues which are causing the problem to the balance of life of employees like policy and procedures must be simplified.
4. Social gathering must be organised making sure all are being actively participated.
5. Whichever department involved in spending huge hours at work must be addressed by the superiors and proper timelines must be made to follow as per the government regulations.
6. Those who are putting more efforts must be valued, recognised and rewarded.

Conclusion

Work life balance is a very complicated and tough aspect to deal with. There are many factors affecting the Work Life Balance like personnel, official, customer based, conditions based and many more. Finding optimum bridge between the personnel life and professional life is very important. A balanced Work life will give the best satisfaction, better output and employees keep working for the organisations for a longer period of time. Based on all the data collected analysis done, both companies TCS and IBM are having good structure. There are many who are satisfied with timing, flexibility, recognition, financially. Issues are less but there are some of the important problems still existing which needs to be addressed are listed in this paper along with good solutions.

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