

A STUDY ON EFFECT OF WORK LIFE BALANCE ON ORGANIZATIONAL COMMITMENT AT ZOHO CORPORATION

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No.41410155



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **KAMALEE.M 41410155** who carried out the project entitled "**A Study on effect of work life balance on organizational commitment at Zoho Corporation**" under my supervision from January 2023 to March 2023.

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DECLARATION

I **KAMALEE.M (41410155)** hereby declare that the Project Report entitled “**A Study on effect of work life balance on organizational commitment at Zoho Corporation**” done by me under the guidance of **Mr. Robin Brahma** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023

PLACE: Chennai



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ABSTRACT

In this research report, the conceptualization of work-life balance is based on the perception-centred approach that considers work-life balance to be a holistic concept and it is the subjective assessment of balance between work and the life beyond work domain. There has been a struggle to agree on a common definition of work-life balance and most studies do not consider the individual's broader - wholesome lives and only focus on parts of it. In line with this approach, this report focuses on the term work-life balance, as the term reflects the myriads of personal life situations and role involvement decisions that nowadays characterize the contemporary society. This report has emphasized the role of examining work-life balance in high stress environment like IT sector, keeping in mind, the call for increasing awareness on work-life issues in developing countries as stressed by concepts of work-life research.

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CHAPTER 1

1.1 INTRODUCTION

Work-life balance is a concept including prioritization between work, career and lifestyle. The expression —work-life balance was first used in the United Kingdom, in the late 1970s to describe the balance between an individual's work and personal life. In the United States, this phrase was first used in 1986.

The concept of work life balance

The term work-life balance (Work-Life Balance) was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of —family-work conflict (FWC) and —work-family conflict (WFC).

As work-life balance is a combination of interactions among different areas of one's life, the advantages and disadvantages associated with that balance/imbalance can affect multiple levels of society. The disadvantages associated with work-life imbalances are numerous and impact both employer and employees.

An imbalanced work-life affects work (productivity of both individuals and organization), family and society and can induce stress or other mental problems in individuals. Therefore it is important for both organization and employees to maintain work-life balance. The ultimate benefits of work life balance can be enjoyed by employees and organization. It is an important concept in the world of business as it helps to motivate the employees and increases their loyalty towards the company.

The relevance and importance of work-life balance increases with the growing influence and interference of technology. The increase in stress related diseases has numerous causes, among which one is work, perhaps the most important. The emergence of nuclear families also lays more stress on individuals. All these make work-life balance an important and relevant topic to be studied and discussed.

Work Life Balance

Work-life balance is the term used to describe the balance that an individual needs between times allocated for work and other aspects of life. Areas of life other than work-life can be, but not limited to personal interests, family and social or leisure activities. The term 'Work life Balance' is recent in origin, as it was first used in UK and US in the late 1970s and 1980s, respectively. More recently the term has drawn on some confusion; this is in part due to recent technological changes and advances that have made work and work objectives possible to be completed on a 24-hour cycle.

The use of smartphones, email, video-chat, and other technological innovations has made it possible to work without having a typical "9 to 5 work day". There are several theories that seek to explain the relationship between work and family. However, these theories have not been integrated into a comprehensive theory that can serve as a guide to research on work-family issues. The academic body of knowledge depends on different theoretical approaches with regard to work-family interface.

A good work-life balance, on the other hand, is profitable for both employees and employers. A case in point is the rise in output of factories in the 19th century when work hours were reduced to 10, and later, eight hours a day. There is growing concern that the quality of home and workers' life is declining thereby causing poor worker contributions and performances at work. Where employees are unable to suitably balance work and family life, they tend to find it difficult to manage tasks at the workplace and this subsequently shrinks productivity. Lack of work flexibility, elevated work pressures and long working hours; a situation that decreases their job performance and productivity.

Causes of Work Life Balance

There are three moderators that are correlated with work-life imbalance: Gender, time spent at work, and family characteristics. Gender differences could lead to a work-life imbalance due to the distinct perception of role identity. It has been demonstrated that men prioritize their work duties over their family duties to provide financial support for their families, whereas women prioritize their family life.

Spending long hours at work due to "inflexibility, shifting in work requirements, overtime or evening work duties" could lead to an imbalance between work and family duties. It has been demonstrated "that time spent at work positively correlate with both work interference with family and family interference with work, however, it was unrelated to cross-domain satisfaction". This could be due to the fact that satisfaction is a subjective measure. This being said, long hours could be interpreted positively or negatively depending on the individuals. Working long hours affect the family duties, but on the other side, there are financial benefits that accompany this action which negate the effect on family duties.

Family characteristics include single employers, married or cohabiting employers, parent employers, and dual-earning parents. Parents who are employed experience reduced family satisfaction due to their family duties or requirements. This is due to the fact that they are unable to successfully complete these family duties. In addition, parent workers value family-oriented activities; thus, working long hours reduces their ability to fulfill this identity, and, in return, reduces family satisfaction. As for the married and/ or dual-earning couples, it seems those —not only require more time and effort at home but also are a resource for individuals to draw from, both instrumentally through higher income and emotionally through increased empathy and support."

These theoretical frameworks include spill-over, compensation, work-family conflict, resource drain, enrichment, congruence, segmentation, integration and ecological theories. In addition to the above mentioned theories, researchers in recent years have tried to explain work- family relationship through theories like border theory, boundary management theory, gender inequality theory, work-life management theory etc. All these theories provide insights into the relationship between work and family domains.

The Role theory has been considered as the most common perspective for explaining the nature of work-family relationship which is evident in the literature. The Role theory has been discussed from two different perspectives - the scarcity perspective (also known as conflict perspective) and the enrichment perspective.

Organizational commitment

In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. It may also not be fully applicable in domains such as customer behavior. There has also been debate surrounding what Meyers and Allen's model was trying to achieve. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations.

Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

1.2 INDUSTRY PROFILE

Information Technology in India is a vast industry which comprises information technology services, consulting, and outsourcing. The Economic Survey 2023 has found a 15.5 percent growth in revenue for the Information Technology-Business Process Management (IT-BPM) sector in FY22, as against a 2.1 percent growth a year back. Within the IT-BPM sector, IT services accounted for over 51 percent revenue share. Exports, including hardware, grew by 17.2 percent in FY22, up from 1.9 percent in FY21, owing to an increased reliance of businesses on technology, rollout of cost-reducing measures and the use of core operations.

ACHIEVEMENTS IN INFORMATION TECHNOLOGY (IT)

Information Technology as a whole, not computer sciences only, is the backbone of any management system, particularly so for a system to deliver a satisfactory social service, and ensure protection of the people from hazards. For Health sector the importance of Information Technology is immense and does not need any justification in the modern scientific times. Its application range from Training to Service delivery, that is, in every aspect of Healthcare work and service delivery be it a hospital, a laboratory, a rural health system, or management and planning systems the importance of IT as a tool is growing rapidly. It is but natural that an Institute of Public Health simply had to put this agenda on its top priority listing. The areas of IT focused for development are:

- A. Computer and Electronic Data Processing Technology.
- B. Presentation Graphics Technology.
- C. Audio-Visual Technology (primarily Video systems).
- D. Document Processing and Reproduction System.
- E. Communication Systems.

The capacity in IT was given maximum importance along with other basic developments targeted since the initial phase of the development of the IPHQ. The focus involved attention on the following main areas:

1. Infrastructure and Equipment
2. Human Resource and Skill Development
3. Work output and Research Objectives

Presently there are more than 70 computer systems functioning in the IPHQ and its Research and Model Development Projects. The system itself functions in the following independent and separate Cells:

1. Information Systems Cell

- Computer Training Lab
- Hardware Maintenance System
- Central Data Entry Facility
- Network Printing System

2. Information Technology Cell • G.I.S.

- Central Photostat Pool
- Printing Press
- Document Processing

3. Audio-Visual Cell

- A/V Recording
- Audio System
- Video System
- Still Photography System

Of the above the Information Systems Cell is primarily a line function unit and concerns with the routine IT activities, while the Information Technology Cell is an elite unit and concerns with the service and output related activities including research programmes of which the current is the GIS Development Programme. These operational units form the prime operational capacity of the IPHQ in IT and its application development endeavours.

HISTORY

India's IT Services industry was born in Mumbai in 1967 with the establishment of Tata Consultancy Services who in 1977 partnered with Burroughs which began India's export of IT services. The first software export zone, SEEPZ – the precursor to the modern-day IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s.

1.3 COMPANY PROFILE

Zoho Corporation is an Indian multinational technology company that makes web-based business tools. It is best known for the online office suite offering Zoho Office Suite. The company was founded in 1996 by Sridhar Vembu and Tony Thomas and has a presence in seven locations with its global headquarters in Chennai, Tamil Nadu, India, and corporate headquarters outside of Austin in Del Valle, Texas. Radha Vembu, Shridhar Vembu's sister, owns a majority stake in the company.

Zoho Corporation Private Limited is an unlisted private company incorporated on 02 June, 2010. It is classified as a private limited company and is located in Kancheepuram, Tamil Nadu. Its authorized share capital is INR 600.0 lakhs and the total paid-up capital is INR 524.6 lakhs.

The Indian unit of global business software provider Zoho Corp reported a 43% increase in consolidated profit for fiscal 2022, as per its latest filings with the Ministry of Corporate Affairs. The company said its total profit attributable to shareholders rose to Rs 2,748.83 crore in the financial year ended March 2022, from Rs 1,917.72 crore the previous year.

Revenue rose about 29% to Rs 6,998.82 crore, according to the filings on Saturday.

Description: The company provides business, network, and IT infrastructure management applications; and software maintenance and support services for enterprise IT, networking, and telecom customers worldwide

History

From 1996 to 2009, the company was known as AdventNet, Inc. AdventNet expanded operations into Japan in 2001. Zoho CRM was released in 2005, followed by the releases of Projects, Creator and Sheet in 2006. Zoho expanded into the collaboration space with the release of Zoho Docs and Zoho Meeting in 2007. In 2008, the company added invoicing and mail applications, reaching one

million users by August of that year. As of October 2021, Zoho One has been expanded to 50 applications. The following year, in November 2022, Zoho worked with more than 50,000 organizations in more than 160 countries. Zoho reached more than 50 million customers in January 2020. In July 2022, the company announced it had more than 80 million users.

Zoho is headquartered in Chennai, India. As of 2021, it has 12 offices operating in nine countries around the world. The company operates in China and also has offices in Singapore and Japan. The bulk of its support operations are carried out from its office in Chennai. Zoho also has an office in Renigunta, Andhra Pradesh and has been operating from this office since 2018. Its US headquarters was in Pleasanton, California until it was moved to Del Valle, Texas in 2019. In April 2019, Zoho purchased the land outside of Austin that was intended for their new headquarters. Instead, in February 2020, they built an organic farm as a food source and place for rest and recreation for its employees during the COVID-19 pandemic. There, employees work out of existing structures. Unused food is shared with the Central Texas Food Bank and other organizations.

The research and development campus is in Estancia IT Park, Chennai. Zoho has an office at Tenkasi, from where their product Zoho Desk was built and launched. After the outbreak of COVID-19 Zoho planned to open branches in rural areas in southern Tamil Nadu including Madurai and Theni. In February 2022, Zoho opened an office in New Braunfels, Texas, United States.

About Zoho

Zoho is an Indian company of Technology, Information technology, Software development and Cloud computing. The company headquarter is in Chennai, Tamil Nadu, India. Zoho building beautiful software to produce a real work of art. The company has 16,000+ (2023) employees across the globe.

Zoho Corporation provides software services. The Company develops application softwares. Zoho offers web meeting, online forums software, sharepoint integration, invoice, accounting software, email hosting, bug tracking, online note taker, spreadsheets, presentation tool, and word processor.

Zoho wants people to work from wherever they may be -- from SoHo to SoCal. The company operates through three divisions: Zoho.com, ManageEngine, and WebNMS. Zoho.com provides a wide range of hosted online applications for business tasks such as customer relationship management, e-mail, corporate presentations, and human resource management. Its ManageEngine division offers tools for managing enterprise assets, while WebNMS provides network simulation and testing tools. ZOHO sells to an international client base of small and mid-sized businesses through systems integrators and distributors. The company has international offices in Beijing, London, and Tokyo, and a software development facility in Chennai, India. Operator of an online business, network, and IT infrastructure management application designed to provide software maintenance and solve business problems. The company's \application enables purchasing organizations and suppliers across all segments of the hospitality industry to streamline the entire procurement life-cycle, from planning and design to procurement of operating supplies and services to the liquidation of used and surplus goods, enabling clients to improve business efficiency.

Zoho Corporation provides software services. The Company develops application software. Zoho offers web meeting, online forums software, sharepoint-integration, invoice, accounting software; email hosting, bug tracking, online note taker, spreadsheets, presentation tool, and word processor. Zoho offers a suite of business, collaboration, and productivity applications. The company offers over 30 online applications from CRM to mail, office suite, project management, invoicing, email marketing, social media management, and more.

Company Logo



Mission statement

We Will Serve customers with top-notch service in our industry while facilitating extraordinary growth and sustainable profitability with cutting-edge standards

1.4 OBJECTIVES OF THE STUDY

Primary objective:

- To study the work life balance and its effect on organizational commitment.

Secondary objective:

- To study the effect of work life balance while working overtime. • To analyze the factors affecting work life balance and productivity • To access the work life balance of the respondent.
- To evaluate how work affect productivity by organizational leave policy.

1.5 NEED OF THE STUDY

This study spots out the effect of work life balance on organizational commitment at Zoho Corporation. So that proper steps can be taken to improve the work life balance of the employees.

Today, work-life balance has become an increasingly invasive concern to both employers and employees. Work life balance which primarily deals with an employee's ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is generally linked with employee productivity.

1.6 SCOPE OF THE STUDY

The study on work life balance throws light on the balance maintained by the employees between their work and lifestyle. Work and life are two most important priority of any person and problems arise when there is an imbalance between these two. If work and life is not properly balanced it can adversely affect each other and can increase job dissatisfaction, affect family relations, stress related diseases and also productivity of the firm.

- The study can help the organization in improving the work life balance of employees and thereby advance their overall performance and production.

- When the firm takes more care about the work life balance of the employees, they may improve the performance and thus the profit of the firm increases.
- Also the employees can understand more about the importance of balance between work and lifestyle.

CHAPTER 2

2.1 REVIEW OF LITERATURE

Christopher D Ittner, David F Larcker (1998): Work-life balance is now an important determinant for more workers in attaining a thriving career. With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. The stipulations of work or personal life can cause stress. Such circumstances impact on workers physiologically and psychologically. Hence, it is crucial for employees to maintain a sturdy stability between work and their private lives. For the employers, work-life balance of employees is a central means in formulating appropriate strategies to tackle work-life imbalance concerns.

Juha Uotila, Markku Maula, Thomas Keil, Shaker A Zahra (2009): This paper studies the result of work life balance (WLB) on employee productivity and how Nigerian workers handle the inauspicious working situations and coordinate their work and family lives. It explores the connection between work life balance (WLB) practices and organizational productivity and whether WLB practices possibly decrease employee turnover and absenteeism. It also scrutinizes work-life balance challenges faced by workers and methods of enhancing work-life balance practices amongst employees. The paper posits that work-life balance options should be fashioned to facilitate employees balancing their work and personal lives. Work-life balance is not a quandary to be determined once but a constant concern to be managed. For organization goals to be achieved through the people employed, work-life balance concerns must become a crucial feature of human resource policy and strategy. Management must build a profound endorsement of people and their roles, to fashion a satisfying, extraordinary and self-motivated work environment

Noel Capon, John U Farley, Scott Hoening (1990): Work life balance is one of the key factors for the employees to achieve success. Organizations have devised various plans, policies, programs to help their employees to achieve the balance between their work commitments and family responsibilities. Certain policies are statutory while others are voluntarily implemented.

Dan R Dalton, Catherine M Daily, Jonathan L Johnson, Alan E Ellstrand (1999): The effectiveness of them depends on the extent of usage to the employees to achieve work life balance. The present paper intended to study the managerial level employees work life balance in Bosch Ltd, Bangalore. The study collected the data from 60 respondents. Tested hypothesis by adopting statistical techniques like regression, ANOVA. The study found that work responsibilities negatively impact the personal life of employees. The factors like overtime, travelling to work, meetings and training after the working hours impact the work life balance of the employees Key words: factors, personal life, job performance, flexible working hours.

Peter pille, joseph c parade (2002): Impact of Work-life Balance on Employees Productivity and Job Satisfaction in Private Sector Universities of Pakistan. The objective of this research paper is to discuss the nature of work and family policies in Pakistan's environment particularly in Education Sector. There are 133 universities in Pakistan, of which 73 are Public sector universities and Private universities are 63 which are functioning under Higher Education Commission of Pakistan. This study will further assess that how different Educational sectors in Pakistan have approached the work life balance agenda and examines the actual outcomes for both the employees and the employers.

Ahmed Arif Almazari (2012): Results of this study will be beneficial for organizations to better choose the policies to formulate, therefore helping organization to increase the effectiveness and productivity. There is a positive moderate relationship between job satisfaction and work-life balance; which suggests that universities should focus their efforts on formulating and implementing work-life balance policies.

Lee E Preston, Donglas P O'bannon (1997): The questionnaire to tell partakers the rationale of this study, which is to evaluate employees work related approach on family friendly/work-life balance policies execution among different universities of Pakistan Chi-square test and regression analysis was conducted to examine the strength of relationship between work-life balance policies and employees job satisfaction. 2.3 Study of Work Life Balance @ CCIL (India), Noida

Vijayakumar A. (1996): With the increasing levels of stress in the work life and at the same time necessity to manage the household has given tremendous boost to the concepts like work life balance (WLB). Earlier WLB was considered to be solely women's prerogative but a number of studies and surveys have nullified this gender biased perception of WLB. In fact now it is considered to be equally important for both males and females.

Raghunathan & Das (1999): Companies have begun to realize how important the work life balance is to the productivity and creativity of their employees. Researches have shown that those employees who were more favorable toward their organization's efforts to support work life balance also indicated a much lower intent to leave the organization, greater pride in their organization,

Rajeswari (2000): a willingness to recommend it as a place to work and higher overall job satisfaction. Employers can offer a range of different programs and initiatives, such as flexible working arrangements in the form of part-time, casual and telecommuting work. This study is focused on the employees of Carbon Continental India Ltd (CCIL) NOIDA. It aims to explore the employee's perception about WLB in their organization and their agreeableness with it.

Marc Orlitzky, Frank L Schmidt, Sara L Rynes (2003): A Study on the Determinants of Work-Life Balance of Women Employees in information Technology Companies in India This research article identifies certain factors that strongly impact the work-life balance (WLB) of women employees in information technology (IT) companies in India. These factors are related to the challenges and enhancers to the professional and personal lives of 186 women working in various IT companies in India.

Weill (2004): The study identifies the impact of social media (SM) in their work lives. Based on an extensive review of the literature, a set of 42 factors relating to WLB is grouped into five constructs, namely, professional challenges, personal challenges, SM involvement, professional enhancers and personal enhancers. Exploratory factor analysis is used to extract the highly impacting factors.

Dawarvarun (2012): The results show that the personal enhancers of WLB, such as regular exercises and fitness schedule, yoga and meditation, balanced diet as well as good sleep and involvement in the hobbies, loaded the heaviest as the

most impacting factors; working from home heavily impacts as a professional enhancer in the WLB of women.

Daniel A Moses Joshunar (2013): The heavily loaded component is comprised of personal challenges, such as inadequate self-attention, insufficient time spent on elders and children, feeling depressed or suffering with hypertension along with a professional challenge of extended or odd working time. We find that irrespective of challenges or enhancers, personal factors are perceived to be more impacting than the professional ones. Interestingly, the study shows that SM involvement has no significant impact. It is neither considered as a challenge nor an enhancer to the WLB.

Becker Dieter (2015): Work-Life Balance And Its Effect On Employee Productivity (A Case Study Of Merchant Bank) Today, work-life balance has become an increasingly pervasive concern to both employers and employees of most organizations. Work-life balance which primarily deals with an employee ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is greatly linked with employee productivity, performance, and job satisfaction. Where there is proper balance between work and life, employees tend to put in their best efforts at work, because their family is happy.

Rapheal Nisha (2013): Most research studies have shown that when there are happy homes, work places automatically become conflict free and enjoyable places to be. Increasing attrition rates and increasing demand for work-life balance have forced organizations to look beyond run of the mill Human Resources interventions. As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programs have become a significant part of most of the company benefit programs and compensation packages.

Eberhart (1994): Impact of Work-Life balance on performance of employees in the Organizations. The need of the hour is to devise proper balance between work and life. Curriculum activities can be a part of job and proper working conditions further help establishing work-life balance. The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life.

Roozbehkangari ,foad fand, Hesham M Elgharib (1992) This paper is aimed towards understanding the meaning of work-life balance in the context of employment relations and knowing the importance of work-life balance for employers and employees. The target population comprises of two hundred regular employees of the different branches of HDFC Bank, Bajaj Alliance, and Punjab National Bank situated in Jammu City of the J & K State. The findings indicate that work-life balance approach is positively associated with employees' performance in the organization and is applicable through joint efforts of the employees and employer.

Julian Yeo (2004): Work Life Balance and Employee Performance In Selected Commercial Banks In Lagos State. The study examined work life balance and employee performance in selected commercial banks in Lagos state. The problem identified in this study is poor working organizational culture in the commercial banks which may not encourage various types of work life balance practices. The specific objective of this research is to determine the extent to which leave policy affects service delivery which is also in line with the research question and hypothesis.

Martin Fridson, Fernando Alvarez (2012): The research adopts a descriptive survey research design, the population of the study is 759 and the sample size is 262 using Taro Yamane's formula. 262 copies of structured questionnaire was distributed and completely filled and returned. Pearson product moment correlation and regression analysis was used to test the hypothesis. Cronbach alpha was used to test the reliability of the instrument. It was discovered that there is a significant positive relationship between leave policy and service delivery.

RK Kakni (2016):The findings revealed that leave policy motivate employee ability to deliver services efficiently and effectively, in conclusion work life balance practice is an important factor in increasing employee performance. The researcher recommends that managers of these commercial banks should prioritize creating different work life balance incentives that will improve employee performance.

William H. Beaver(2011):Work-Life Balance is increasing interest in academic literature, legislation and public sector. It is meaningful daily achievement and

enjoyment in life. Organizations have started introducing various schemes to attract, retain employees and productivity. Majority employers support the work – life balance concept. Work-life balance which primarily deals with an employee's ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is greatly linked with employee productivity, performance and job satisfaction. Where there is proper balance between work and life, employees tend to put in their best efforts at work, because their family is happy.

Andrew B. Jackson(2021):The researcher used Merchant bank, Koforidua branch as a case study to find out the effects improper work-life balance has on the performance of employees in an organization. Concerning methodology, data used in compiling this research were gathered from both primary and secondary sources. The management and employees of Merchant bank were issued questionnaires. Text Books, Magazines and News Papers on work-life balance were also used in compiling this research.

Jane A. Ou, Stephen H. Penman (2008):The changing economic conditions and social demands have changed the nature of work throughout the world. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals. It has been established employees report that work is a significant source of stress and they typically feel tensed or stressed out during the workday.

E H Feroz, S Kim & R L Raab (2003):the Work Life Balance concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job dissatisfaction, are minimized or avoided, flexible schedules and leave programs are stressing out many employees, reducing their job performance and productivity as well as causing broken homes.

Washington (2018): The purpose of the study was to establish the influence of work life balance on employee productivity in Kenya. The study adopted descriptive survey and case study design. The study targeted 200 employees at Milimani Law Courts, Nairobi. A sample of 67 employees of the target population was considered by use of stratified sampling method. The primary data was collected through the use of questionnaires and secondary data was obtained

from published documents such as journals, periodicals, magazines and reports to supplement the primary data.

Đinh Văn Toàn(2007):A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The information was analyzed to yield qualitative and quantitative data. Quantitative data was analyzed with help of SPSS version 21 and MS excel. The study findings showed that independent variables contributed 77.10%, significantly and positively to employee productivity at judiciary.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods/techniques but also the methodology. Researchers not only need to know how to develop certain indices or tests, how to calculate the mean, the mode, the median or the standard deviation or chi-square, how to apply particular research techniques, but they also need to know which of these methods or techniques, are relevant and which are not, and what would they mean and indicate and why. Why a research study has been undertaken, how the research problem has been defined, in what way and why the hypothesis has been formulated, what data have been collected and what particular method has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered when we talk of research methodology concerning a research problem study.

3.2 RESEARCH DESIGN:

Research design is a conceptual structure within which the research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. There are many types of research design that a researcher may use for his/her study. The following are the key features of a research design:

- It is the plan that indicates the sources and types of information relevant to the research problem.
- It is a strategy specifying which approach will be used for collecting and analysing the data.
- It also contains the time and cost budgets as most studies are done under these two impediments.

In short, research design must, at least, contain:

- a) A clear statement of the research problem;
- b) Procedures and techniques to be used for data collection;
- c) The population to be studied; and
- d) Methods to be used in processing and analyzing data.

Research design has a great bearing on the reliability of the results arrived at and constitutes the firm foundation of the entire edifice of the research work. The types of research design used in the study are:

- **Descriptive research:**

In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for the research.

- **Analytical research:**

Analytical research is a specific type of research that involves critical thinking skills and the evaluation of facts and information relative to the research being conducted. Some researchers conduct analytical research to find supporting evidence to current research being done in order to make the work more reliable. Other researchers conduct analytical research to form new ideas about the topic being studied.

3.3 SAMPLE SIZE:

The sample size refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. The sample size should be a representative of the population from which it was drawn. The sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power. Number of respondents collected is 84.

3.4 SAMPLING TECHNIQUE:

A sampling technique is the name or other identification of the specific process by which the entities of the sample have been selected. The sampling technique used in this study is convenience sampling technique.

- Convenience sampling:

Convenience sampling, also known as availability sampling is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to participate in study.

Advantages of Convenience Sampling

- Simplicity of sampling and the ease of research Helpful for hypothesis generation
- Data collection can be facilitated in short duration of time Economical for usage

Disadvantages of Convenience Sampling

- Highly vulnerable to selection bias High level of sampling Credibility is less

Cross-Sectional Study:

Cross-sectional studies are used to describe what is happening at the present moment. Cross-sectional study takes place at a single point in time. It does not involve manipulating variables. It can provide information about what is happening in the current population.

3.5 METHODS OF DATA COLLECTION:

The task of data collection begins after a research problem has been defined and research design plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary data and secondary data.

PRIMARY DATA:

The primary data are those which are collected afresh and for the first time, thus happen to be original in character. The primary data is data that has not been previously published. The primary data collection can be done by means of observation, survey, or experimentation.

PRIMARY DATA COLLECTION:

The primary data for the study was collected from 84 respondents, employees of Zoho through a structured questionnaire by using simple random sampling method representing both the genders, different age groups, family income, different educational qualification, and different occupational groups.

SECONDARY DATA:

Secondary data refers to the data that was collected by someone other than the user. Common sources of secondary data include census, information collected by government departments, organizational records and data that was originally collected for other research purposes. Secondary data analysis can save time that would otherwise be spent collecting data and particularly in the case of quantitative data, can provide larger and higher-quality database that would be unfeasible for any individual researcher to collect on their own. In addition, analysts of social and economic change consider secondary data essential, since it is impossible to conduct a new survey that can adequately capture past change and/or developments.

SECONDARY DATA COLLECTION:

The secondary data for the study was collected from the available literature, journals, research papers, articles based on the research topic and web search.

3.6 QUESTIONNAIRE DESIGN:

A questionnaire containing 24 questions was constructed to study the effect of Work-Life balance on organizational commitment at Zoho Corporation. The

questions were combined into a single instrument which aims to study the effect of Work-Life balance on organizational commitment at Zoho Corporation. The questionnaire contains close-ended questions, Likert's five-point rating scale and question based on ranking.

3.7 STATEMENT OF HYPOTHESIS:

In research, a hypothesis is an idea or explanation that is tested through study and experimentation.

NULL HYPOTHESIS: A null hypothesis is typically the standard assumption and is defined as the prediction that there is no interaction between variables. The null hypothesis is often an initial claim that researchers specify using previous research or knowledge.

ALTERNATIVE HYPOTHESIS: Alternative hypothesis is defined as the prediction that there is a measurable interaction between variables. The set of alternatives to null hypothesis is referred to as the alternative hypothesis. The alternative hypothesis is what you might believe to be true or hope to prove true.

H1: There is significant relationship working overtime and work life balance.

H2: There is significant relationship between Work life balance between work and personal life, are you satisfied with the leave policy of your organization and work life balance practices in the company.

H3: There is significant association between how often do you work over time and Spending time with family.

H4: The difference between Are you satisfied with the leave policy of your organization has an influence on is Longer working hours can adversely affect your productivity is not equal to 0.

3.8 DATA ANALYSIS:

The data collected from the respondents were coded, tabulated, analyzed into logical statements using SPSS 16.0.

STATISTICAL METHODS USED:

- i. Pie diagram:

A pie chart is a circular statistical graphic, which is divided into slices to illustrate numerical proportion. In a pie chart, the arc length of each slice is proportional to the quantity it represents. While it is named for its resemblance to a pie which has been sliced, there are variations on the way it can be presented. Pie charts can be replaced in most cases by other lots such as the bar chart, box plot, dot plot, etc....

ii. Bar diagram and charts:

A bar chart or bar graph is a chart or graph that presents categorical data with rectangular bars with heights or lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. A vertical bar chart is sometimes called a column chart. A bar graph shows comparisons among discrete categories. One axis of the chart shows the specific categories being compared, and the other axis represents a measured value. Some bar graphs present bars clustered in group of more than one, showing the values if more than one measured variable is taken.

3.9. STATISTICAL TOOLS USED:

1. Percentage analysis:

Percentage analysis is the method to represent raw streams of data as percentage for better understanding of collected data. It is a useful method of expressing the relative frequency of survey responses and other data. Percentage frequency tables are generally displayed as tables or as bar graphs or pie charts. The process of creating a percentage frequency distribution involves first identifying the total number of observations to be represented; then summing the total number of observations within each point or grouping of data points; and then dividing the number of observations within each data point or grouping of data points.

$$\text{Percentage of base} = \frac{\text{Amount of individual item}}{\text{Amount of base}} \times 100$$

2. Chi square test:

A chi square test, also referred to as a χ^2 test (chi square test), is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi square distribution when the null hypothesis is true. Also considered a chi-square test is a test in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-square distribution as closely as described by making the sample size large enough. The chi-square test is used to determine whether there is a significant difference between the expected frequencies and the observed frequencies in one or more categories.

Pearson's chi-square test, also known as the chi-square goodness-of-fit test or chi-square test for independence was developed in the year 1900. When the chi-square test is mentioned without any modifiers or other precluding contexts, this test is often used.

$$\chi^2 = \frac{\sum(O - E)^2}{E}$$

$\chi^2 \rightarrow$ The Test statistic $\sum \rightarrow$ The sum of

$O \rightarrow$ Observed frequencies $E \rightarrow$ Expected frequencies

3. Regression analysis:

In statistical modelling, regression analysis is a statistical process for estimating the relationship among variables. It includes many techniques for modelling and analysing several variables, when focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors'). More specifically, regression analysis helps one to understand how the typical value of the dependent variable (or criterion variable) changes when any one of the independent variables is varied, while the other independent variables are held fixed.

Regression analysis is also used to understand which among the independent variables are related to the dependent variable, and explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer causal relationships between the independent and dependent variables. However, this can lead to illusions or false relationships, so caution is advisable; For example, Correlation does not imply causation.

Many techniques for carrying out regression analysis have been developed. Familiar methods such as linear regression and ordinary least square regression are parametric, in that the regression function is defined in terms of a finite number of unknown parameters that are estimated from the data. Non-parametric regression refers to techniques that allow the regression function to lie in a specified set of functions, which may be infinite-dimensional.

Regression models involve the following variables:

- The unknown parameters, denoted as β , which may represent a scalar or a vector.
- The independent variable, X .
- The dependent variable, Y .

The various regression, the model specification is that the dependent variable, Y ; is a linear combination of the parameters (but need not be linear in the independent variables). For example, in simple linear regression for modelling "n" data points there is one independent variable; X_i and two parameters, β_0 and β_1 .

Straight line:

$$Y_i = \beta_0 + \beta_1 x_{i1} + \dots + \beta_p x_{ip} + \epsilon_i = X_i^T \beta + \epsilon_i \quad i = 1, \dots, n.$$

Where T denotes the transpose, so that $X_i^T \beta$ is the inner product between vectors

x_i and β

4. Independent sample t-test:

A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related in certain features. A t-test looks at the t-statistic, the t-distribution values, and the degrees of freedom to determine the statistical significance

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

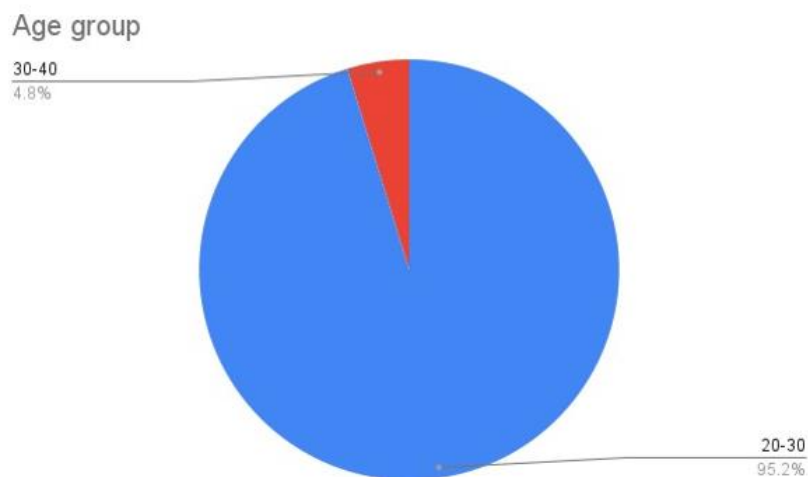
4.1 PERCENTAGE ANALYSIS

I. Age group of the respondents

Table 4.1 – Table showing age group of the respondents

Age	Frequency	Percentage
20-30	79	95.2
30-40	5	4.8
Above 40	0	0
Total	84	100

Figure 4.1 – Chart showing age of the respondents



Inference:

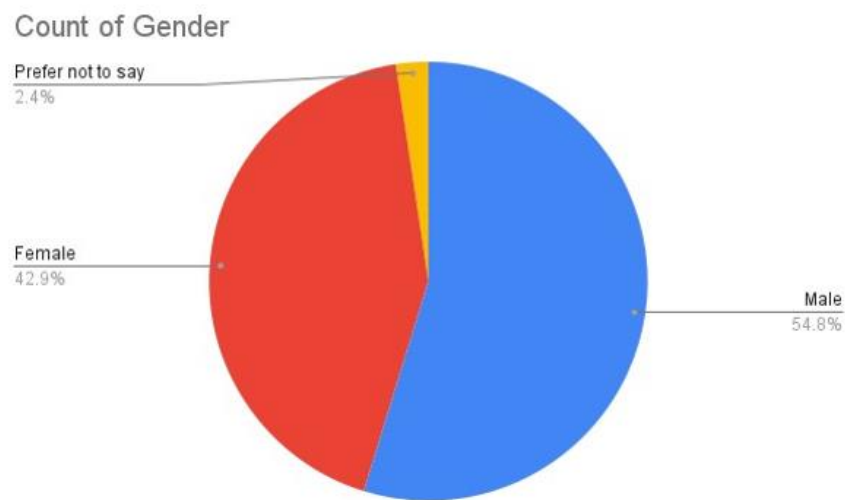
From the above graph it is clear that the firm is concentrating more on experienced young people with age group from 20-30, 4.8% of respondents lies below 30-40 age group category and the people who are of the age above 40 are the senior staffs of the firm.

4.2 Gender of respondents

Table 4.2 – Table showing gender of respondents

Gender	Frequency	Percentage
Male	46	54.8
Female	36	42.9
Prefer not to say	2	2.3
Total	84	100

Figure 4.2 – Chart showing gender of respondents



Inference:

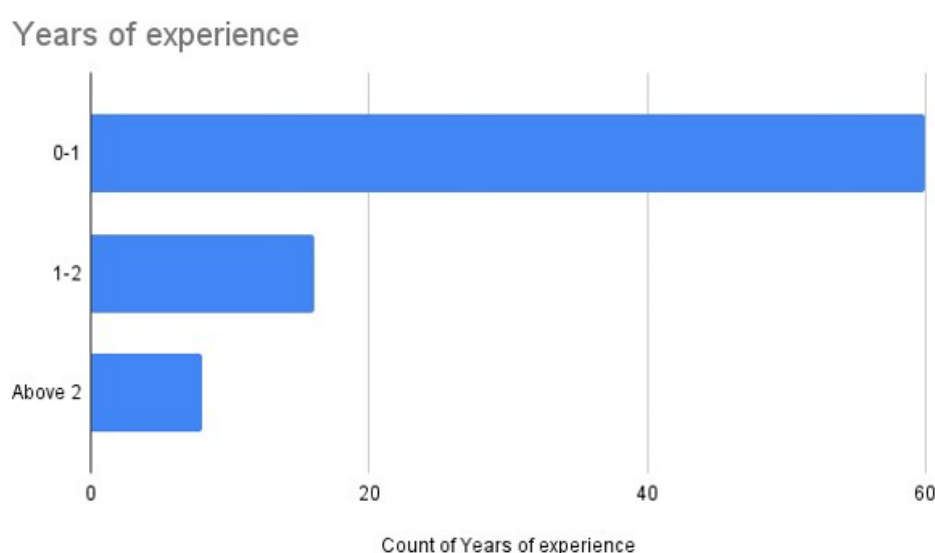
Majority of the employees working in Zoho are male (55%) and the rest 42% are females. From the above chart we can say that Zoho prefer more male workers as their employees. But there is not much difference between the percentage of male and female workers.

4.3Year of experience

Table 4.3 – Table showing year of experience

Year of experience	Frequency	Percentage
0-1 year	60	71.4
1-2 years	16	19
Above 2 years	8	9.6
Total	84	100

Figure 4.3 – Chart showing year of experience



Inference:

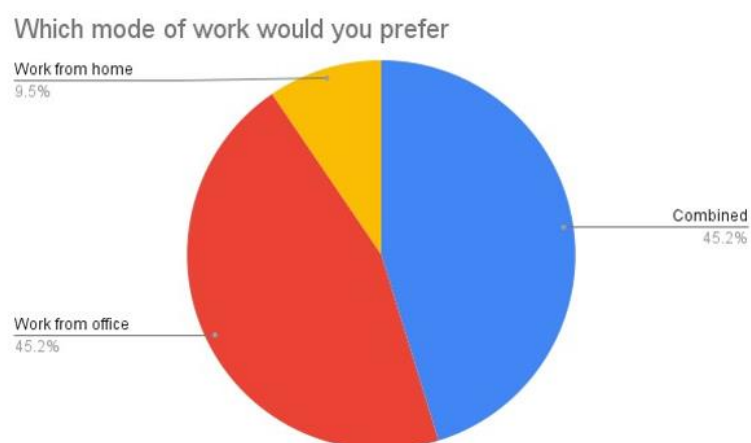
The figure shows the total years of experience of the respondents, there are 71.4% of respondents are 0-1 year experienced, 19% of respondents are 1-2years experienced and 9.6% of respondents are having experience above 2years.

4.4 Which mode of work would you prefer?

Table 4.4 – Table showing which mode of work would you prefer

Which mode of work would you prefer?	Frequency	Percentage
Work from office	38	45.2
Work from home	8	9.6
Combined	38	45.2
Total	84	100

Figure 4.4 Chart showing which mode of work would you prefer



Inference:

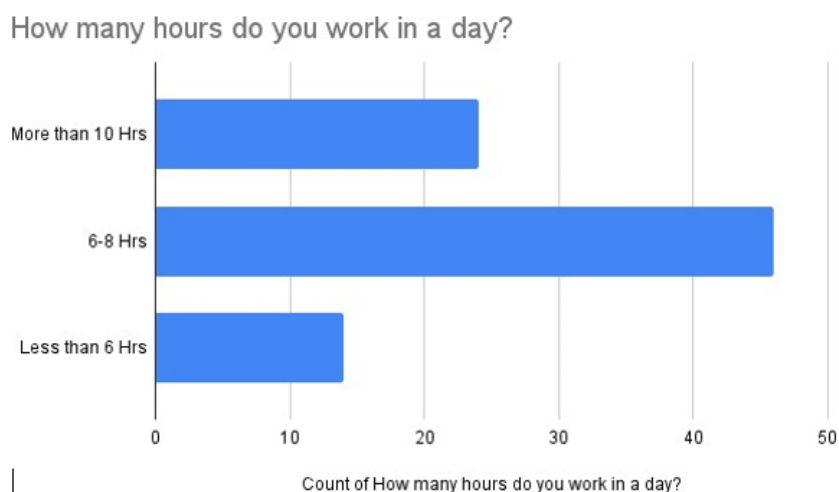
Majority of the employees working in Zoho prefer either work from office or combined mode of employment as 45% of respondents. From the above chart we can say that only 9% of Zoho employees prefer work from home mode.

4.5 How many hours do you work in a day?

Table 4.5 – Table showing how many hours do you work in a day?

How many hours do you work in a day?	Frequency	Percentage
Less than 6hrs	14	16.7
6-8hrs	46	54.8
More than 10hrs	24	28.5
Total	84	100

Figure 4.5 – Chart showing how many hours do you work in a day?



Inference:

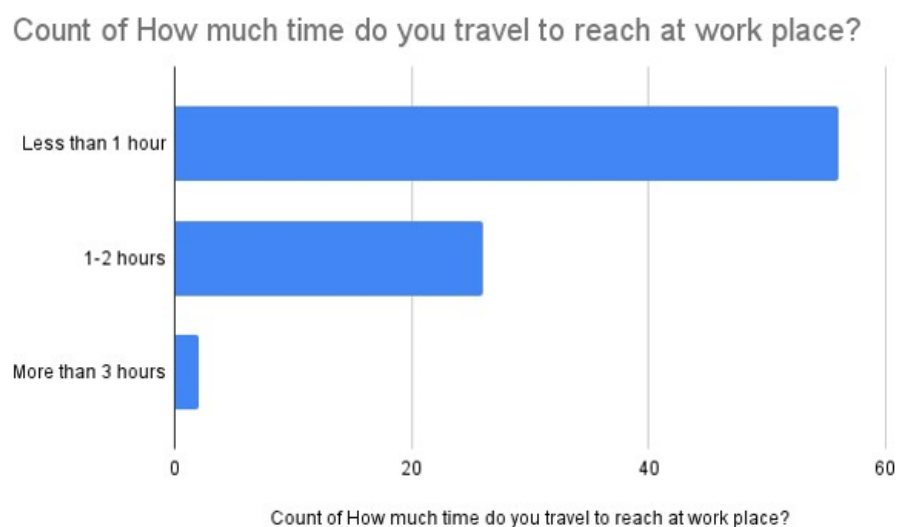
Majority of the employees working in Zoho are working 6-8hrs. From the above chart we can say that 28.5% of Zoho employees work more than 10hrs a day. But only 16.7% of respondent works less than 6hrs in a day.

4.6 How much time do you travel to reach at workplace?

Table 4.6 How much time do you travel to reach at workplace?

How much time do you travel to reach at workplace?	Frequency	Percentage
Less than 1hr	56	66.7
1-2hrs	26	31
More than 3hrs	2	2.3
Total	84	100

Figure 4.6 Chart showing how much time do you travel to reach at workplace?



Inference:

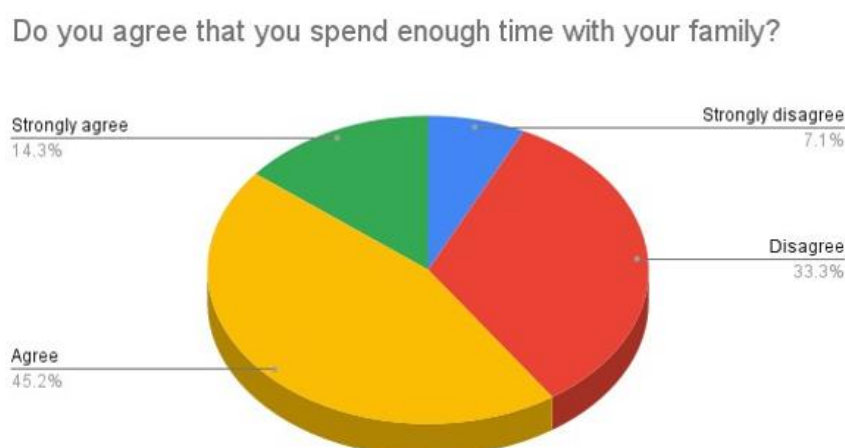
Most of the workers (66%) of the respondent are living nearby to the firm who take less than 1 hour to reach the firm. But 3% of the workers are coming from distant places who take more than 3 hours to reach the firm and rest of the workers (31%) has 1–2hour travel.

4.7 Do you agree that you spend enough time with your family?

Table 4.7 – Table showing do you agree that you spend enough time with your family?

Do you agree that you spend enough time with your family?	Frequency	Percentage
Strongly agree	12	14.3
Agree	38	45.2
Disagree	28	33.3
Strongly disagree	6	7.2
Total	84	100

Figure 4.7 – Chart showing do you agree that you spend enough time with your family?



Inference:

The above chart shows that 33.3% of the respondents disagree that they spend enough time with their family and 7.2% of respondents strongly disagree to this. But contrast to this 45.2% of the respondents is of the opinion that they spend enough time with their family and 14.3% of respondents strongly agree to the statement.

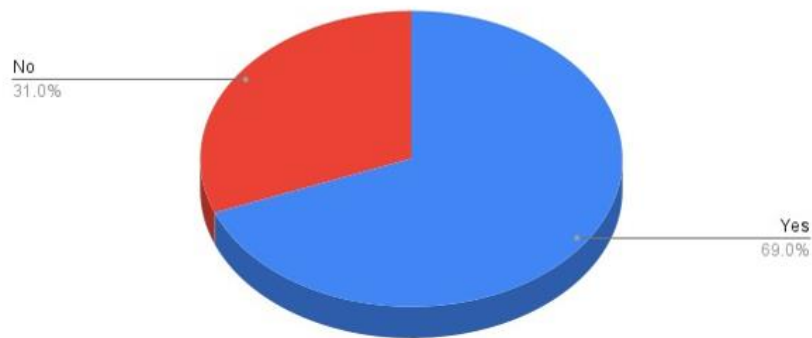
4.8 Does your organization provides flexible working hours option?

Table 4.8 – Table showing does your organization provide flexible working hours option

Does your organization provide flexible working hours option?	Frequency	Percentage
Yes	58	69
No	26	31
Total	84	100

Figure 4.8 – Chart showing does your organization provide flexible working hours option

Does your organisation provide flexible working hours option?



Inference:

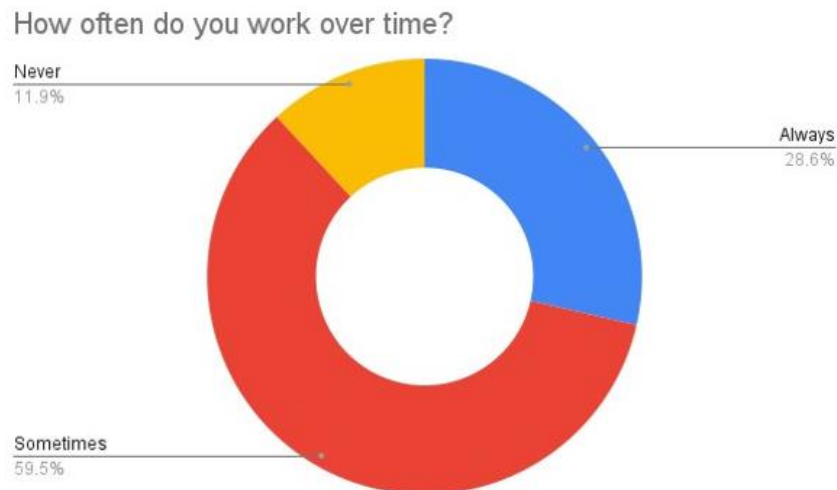
69% of the respondents agree that the company provides flexible working hours, whereas the rest 31% do not agree to this. By giving more flexible working hours the employees will be relived from the monotonous job that they are doing, it will also reduce their stress and work load.

4.9 How often do you work overtime?

Table 4.9 – Table showing how often do you work overtime?

How often do you work overtime?	Frequency	Percentage
Always	24	28.6
Sometimes	50	59.5
Never	10	11.9
Total	84	100

Figure 4.9 – Chart showing how often do you work overtime?



Inference:

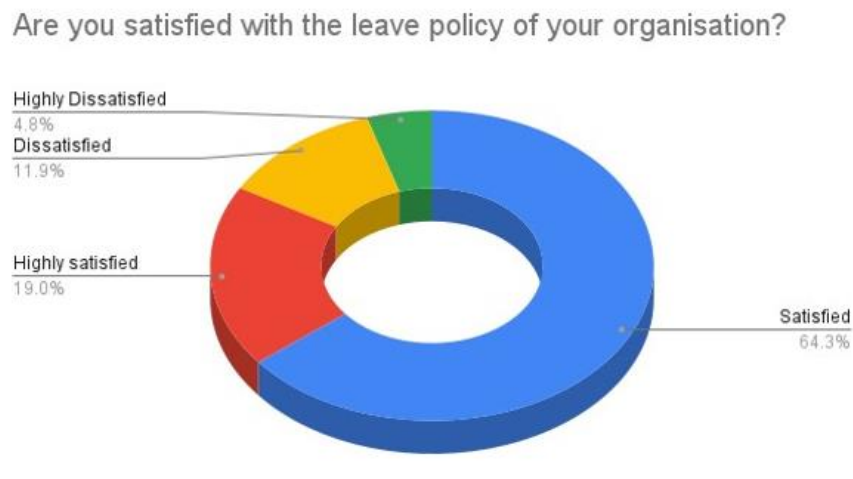
59.5% of respondent says that they sometimes work overtime, 11.9% of the respondents says that they never work overtime and 28.6% of the respondents says that they always work overtime. Overtime work will affect the work of the employees so the company should avoid the giving the employees overtime work.

4.10 Are you satisfied with the leave policy of your organization?

Table 4.10 – Table showing are you satisfied with the leave policy of your organization?

Are you satisfied with the leave policy of your organization?	Frequency	Percentage
Highly satisfied	16	19
Satisfied	54	64.3
Dissatisfied	10	11.9
Highly dissatisfied	4	4.8
Total	84	100

Figure 4.10 – Chart showing are you satisfied with the leave policy of your organization?



Inference:

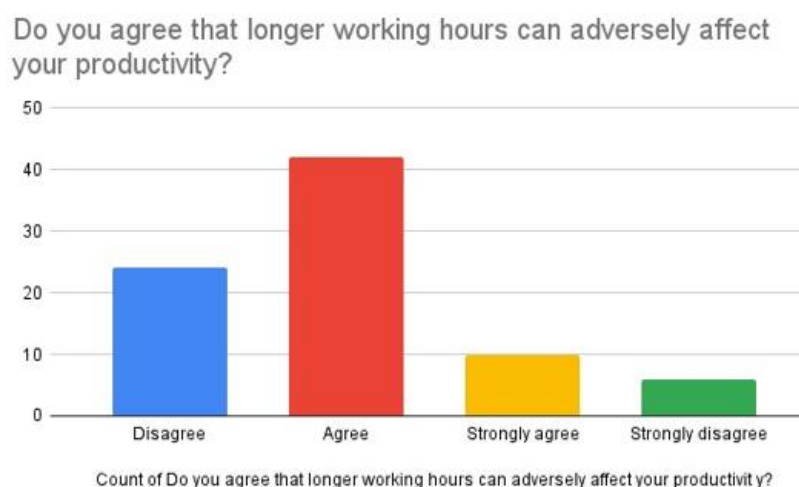
11.9% of the employees are dissatisfied with their leave policy, around 54 of employees are satisfied on the other hand 4.8% of the employees are highly dissatisfied with their leave policy and 19% of the employees are highly satisfied with the leave policy.

4.11 Do you agree that longer working hours can adversely affect your productivity?

Table 4.11 – Table showing Do you agree that longer working hour can adversely affect your productivity?

Do you agree that longer working hours can adversely affect your productivity?	Frequency	Percentage
Strongly agree	10	12.2
Agree	43	51.2
Disagree	24	29.3
Strongly disagree	7	7.3
Total	84	100

Figure 4.11 – Chart showing do you agree that longer working hour can adversely affect your productivity?



Inference:

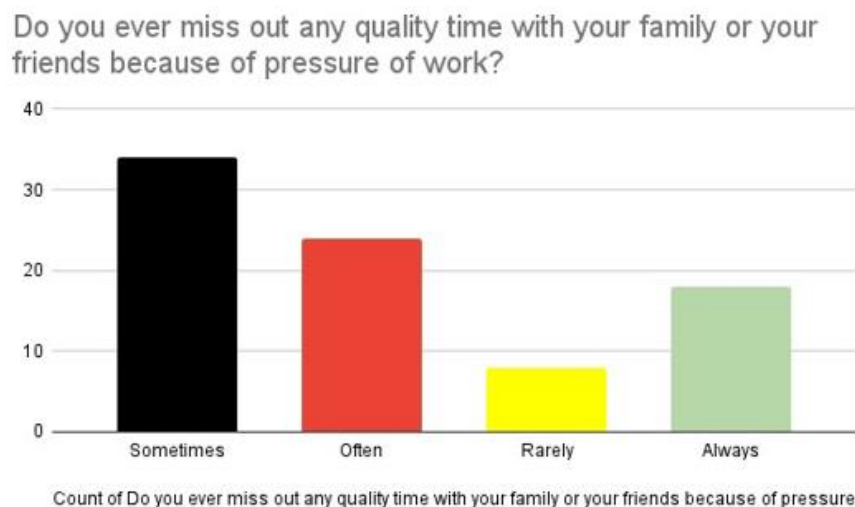
12.2% of the respondents believe that longer working hours can adversely affect their productivity and 51.2% of the respondents agree to this statement while 29.3% of respondents disagree to the statement and 7.3% of employees strongly disagree to this statement. Since longer working hours affect the productivity the firm should take alternative measures to adjust the employees working hours.

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

Table 4.12 – Table showing do you ever miss out any quality time with your family or your friends because of pressure of work?

Do you ever miss out any quality time with your family or your friends because of pressure of work?	Frequency	Percentage
Sometimes	34	40.5
Often	24	28.6
Rarely	8	9.5
Always	18	21.4
Total	84	100

Figure 4.12 – Chart showing do you ever miss out any quality time with your family or your friends because of pressure of work?



Inference:

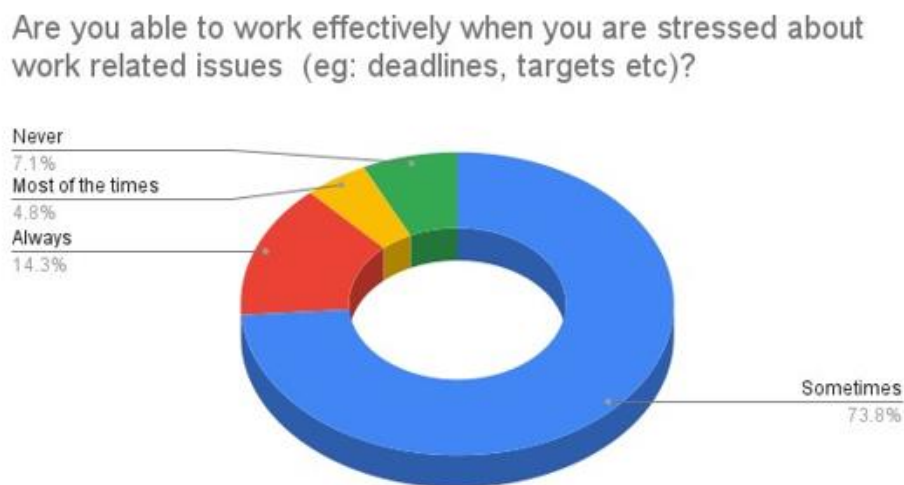
40.5% of the employees feel sometime pressure of work when not spending quality time with family and friends, around 24 of employees are feel often they are pressured on the other hand 9.5% of the employees rarely feels pressured and 21.4% of the employees are always feel pressured at work.

4.13 Are you able to work effectively when you are stressed about work related issues (eg: deadlines, targets etc)?

Table 4.13 – Table showing are you able to work effectively when you are stressed about work related issues (eg: deadlines, targets etc)?

Are you able to work effectively when you are stressed about work related issues (eg: deadlines, targets etc)?	Frequency	Percentage
Sometimes	62	73.8
Always	12	14.3
Most of the time	4	4.8
Never	6	7.1
Total	84	100

Figure 4.13 – Chart showing are you able to work effectively when you are stressed about work related issues (eg: deadlines, targets etc)?



Inference:

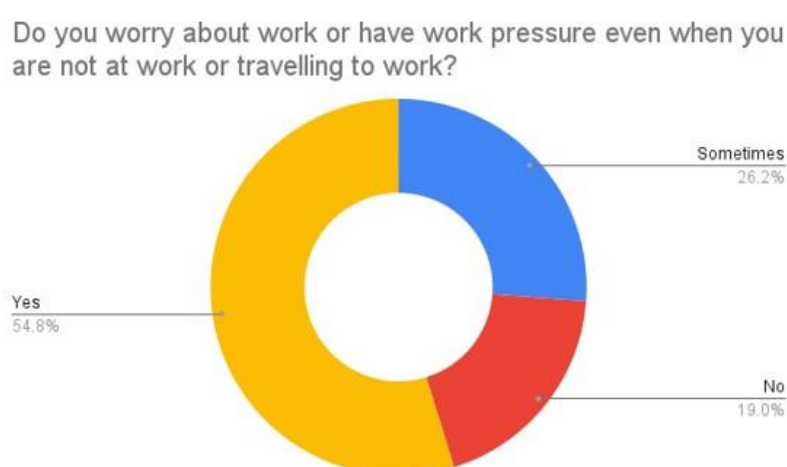
73.8% of respondents sometimes are able to work effectively even under work related stress and 4.8% of the respondents can work effectively most of the times while 7.1% of respondents say that they cannot work under stress due to work. Employees cannot work properly when they are stressed therefore the firm should take into consideration about some stress relieving activities.

4.14 Do worry about work or have work pressure even when you are not at work or travelling to work?

Table 4.14 – Table showing do you worry about work or have work pressure even when you are not at work or travelling to work?

Do you worry about work or have work pressure even when you are not at work or travelling to work?	Frequency	Percentage
Yes	46	54.8
No	16	19
Sometime	22	26.2
Total	84	100

Figure 4.14 – Chart showing do you worry about work or have work pressure even when you are not at work or travelling to work?



Inference:

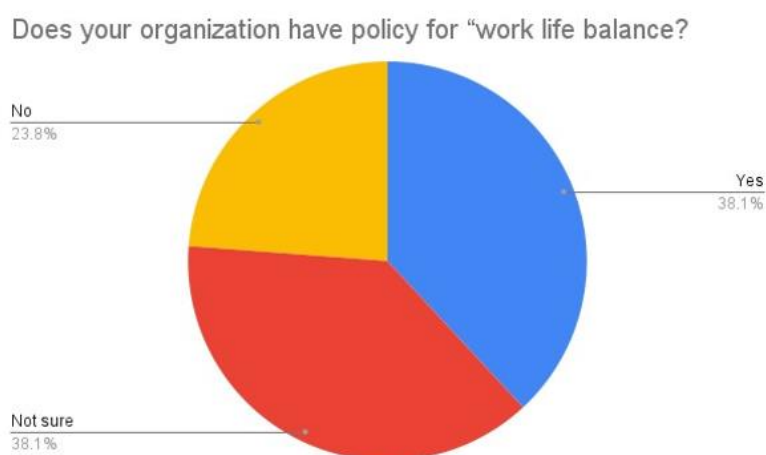
Majority of the respondents 54.8% agree that they experience work pressure when not working or while travelling to work but 19% of the respondents never experienced it. Employees are having stress related problems due to over workload in the firm. This shows us how hectic the job is for the employees.

4.15 Does your organization have policy for —work life balance?

Table 4.15 – Table showing does your organization have policy for —work life balance?

Does your organization have policy for —work life balance?	Frequency	Percentage
Yes	32	38.1
No	20	23.8
Not sure	32	38.1
Total	84	100

Figure 4.15 – Chart showing does your organization have policy for —work life balance?



Inference:

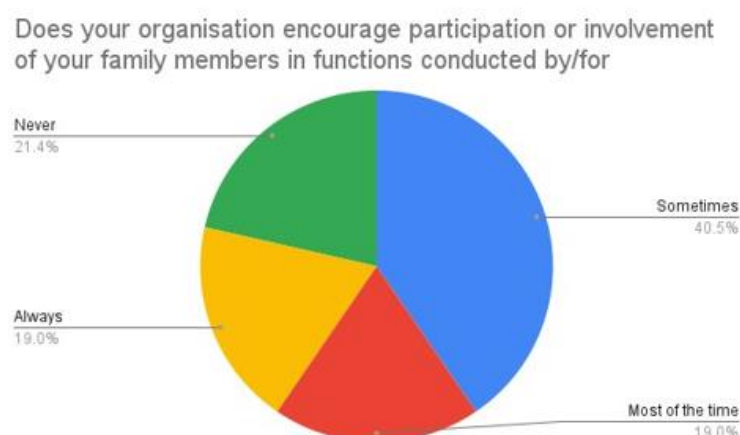
38.1% workers say that the organization has policy for work life balance but 23.8% of employees disagree to this statement.

4.16 Does your organization encourage participation or involvement of your family members in functions conducted by/for employees?

Table 4.16 – Table showing does your organization encourage participation or involvement of your family members in functions conducted by/for employees?

Does your organization encourage participation or involvement of your family members in functions conducted by/for employees?	Frequency	Percentage
Never	18	21.5
Sometimes	34	40.5
Most of the time	16	19
Always	16	19
Total	84	100

Figure 4.16 – Chart showing does your organization encourage participation or involvement of your family members in functions conducted by/for employees?



Inference:

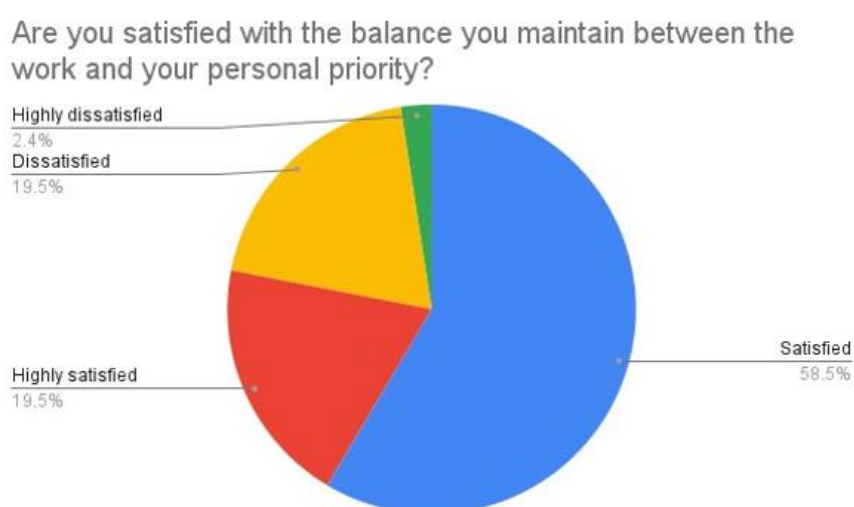
The above table shows that 19% of the respondents agree that the organization always encourages the involvement of family members. 40.5% of the employees say that their members are sometimes involved in the functions conducted by/for employees. But 21.5% employees are opposing this statement; they are of the opinion that their family members are never encouraged or involved in the functions conducted by/for employees.

4.17 Are you satisfied with the balance you maintain between the work and your personal priority?

Table 4.17 – Table showing are you satisfied with the balance you maintain between the work and your personal priority?

Are you satisfied with the balance you maintain between the work and your personal priority?	Frequency	Percentage
Highly satisfied	16	19.5
Satisfied	50	58.5
Dissatisfied	16	19.5
Highly dissatisfied	2	2.4
Total	84	100

Figure 4.17 – Chart showing are you satisfied with the balance you maintain between the work and your personal priority?



Inference:

58.5% of respondents are satisfied with their work life balance and 19.5% people are highly satisfied, but 2.4% of the respondents are dissatisfied and 19.5% of respondents are highly dissatisfied with their work life balance.

TESTING OF HYPOTHESIS

1. CORRELATION

H0: There is no significant relationship between working overtime and work life balance

H1: There is significant relationship working overtime and work life balance.

Correlations

			HOW OFTEN DO YOU WORK OVER TIME	Work life balance between work and personal life
HOW OFTEN DO YOU WORK OVER TIME	Pearson Correlation		1	.654
	Sig. (2-tailed)			.003
	N		84	84
Work life balance between work and personal life	Pearson Correlation		.654	1
	Sig. (2-tailed)		.003	
	N		84	84

Table 4.18 - Correlation

INFERENCE:

Here the significant value is 0.003 Which is lesser than 0.05, hence we reject the null hypothesis and accept alternative hypothesis. Therefore, there is a significant relationship between working overtime and work life balance.

2. MULTIPLE REGRESSION HYPOTHESIS

H0: There is no significant relationship between Work life balance between work and personal life, are you satisfied with the leave policy of your organization and work life balance practices in the company.

H1: There is significant relationship between Work life balance between work and personal life, are you satisfied with the leave policy of your organization and work life balance practices in the company.

COEFFICIENT

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.635	.495		3.299	.001
	Are you satisfied with the leave policy of your Organization	.045	.133	.052	.339	.086
	Work life balance between work and personal life	.052	.128	.062	.406	.002
a. Dependent Variable: HOW OFTEN DO YOU WORK OVERTIME						

Table 4.19 - Multiple regression coefficient

INFERENCE:

The significant value is lesser than 0.05, So We reject null hypothesis and accept alternate hypothesis. Therefore, there is a significant relationship between Work life balance between work and personal life, are you satisfied with the leave policy of your organization and work life balance practices in the company.

3.CROSSTABS

H0: There is no significant association between how often do you work over time and Spending time with family.

H1: There is significant association between how often do you work over time and Spending time with family.

CASE PROCESSING SUMMARY

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
<u>HOW OFTEN DO YOU WORK OVER TIME</u> * Spending time with family	84	100.0%	0	0.0%	84	100.0%

HOW OFTEN DO YOU WORK OVERTIME * SPENDING TIME WITH FAMILY

CROSS TABULATION

Count						
		Spending time with family				Total
		Strongly Agree	Agree	Disagree	Strongly Disagree	
HOW OFTEN DO YOU WORK OVER TIME	Always	0	24	0	0	24
	Sometimes	12	4	28	6	50
	never	0	10	0	0	10
Total		12	38	28	6	84

CHI-SQUARE TEST

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	69.145	6	.000
Likelihood Ratio	87.809	6	.000
Linear-by-Linear Association	2.116	1	.146
N of Valid Cases	84		
a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .71.			

Table 4.20 - Crosstabs

INFERENCE:

Here the value $\chi^2(1) = 69.145$, the significant P-value is 0.000 which is less than 0.001, hence we reject the null hypothesis. Therefore, there is significant association between how often do you work over time and Spending time with family.

4.INDEPENDEENT SAMPLE TEST

H0: There is no association between the satisfaction with the leave policy of the organization has an influence on longer working hours can adversely affect your productivity

H1: There is a significant difference between the satisfaction with the leave policy of the organization has an influence on longer working hours can adversely affect your productivity.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Longer Working hours can	Equal Variances Assumed	11.465	.001	6.218	68	.000	1.685	.271	1.144	2.226
Adversely affect your	Equal Variances			11.482	53.000	.000	1.685	.147	1.391	1.980
Productivity	Not assumed									

Table 4.21 - Independent samples test

INFERENCE:

Here the significant value is lesser than 0.05, hence we reject the null hypothesis. Therefore, the significant difference between satisfaction with the leave policy of your organization has an influence on is Longer working hours can adversely affect your productivity is not equal to 0.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSIONS

5.1 FINDINGS

The main findings of the study are based on analysis and interpretation of data obtained from the respondents, by the way of questionnaire and observation of the researcher during the course of study. The following are findings of the study:

- There is a harmonious relation between the informal work group and with other staff members in this organization. Witnessed during lunch break session during my management project period most of the workers were sitting together irrespective of their departments and they were having a good time by cracking jokes, sharing experience etc.
- The firm is concentrating more on experienced young people with age group from 25-35 and the people who are of the age above 40 are the senior staffs of the firm.
- Nobody in the firm work less than 6 hours. Majority of the workers are working for the office hours and some of them work overtime.
- Around half of the employees are coming from nearby places which take less than One hour to travel nobody is coming from faraway places and the rest of the workers take one to three hours to reach the firm and also the firm has shuttle services.
- Almost all the employees are of the opinion that they miss their family functions due to work but contrast to this 9.5% of the employees says that they never miss their family functions due to work.
- Majority of the employees are not able to spend enough time with their family due to work.
- Half of the employees are saying that their family members are sometimes involved in the functions conducted by/for employees and on the other hand 21.4% of the employees does not support this and nobody completely agree that the firm always encourage family members to participate in company functions.

- More than half of the employees agree that the company provide counselling facility but the rest of the employees are of the opinion that the counselling that the firm providing is not good so they disagree to that the firm provides counselling.
- The firm does not provide flexible working hours but some of the respondents are of the opinion that the firm provides flexible working hours.
- Majority of the workers are not satisfied with the leave policy of the firm and nobody is highly satisfied with the leave policy of the firm.
- Around 20% of the employees never work overtime rest all the employees work overtime in the firm.
- 50% of the employees agree that longer working hours can adversely affect the productivity but contrast to this only 7.3% among the respondents strongly disagree to the statement.
- Majority of the respondents agree that they experience work pressure when not working or while travelling to work but some of the respondents never experienced it.
- Many of the employees of the firm are suffering from stress related diseases.

5.2 SUGGESTIONS

- Awareness programs regarding proper work life balance can be conducted for the very low percentage of employees who cannot manage work and lifestyle since work life balance is an important factor in an employee's life and not all but some of the employees who lack work life balance should be given more care through providing them with facilities like counseling.
- Some of the employees working in the firm are married therefore the women employees should not be forced to work overtime in the firm since they have to take care of the family. Therefore, the time schedule of the firm should be set in such a manner that it is not affecting their work life balance.
- The employees can also drop unnecessary activities which waste their time such as, the lunch break of the employees is around one hour in the firm, it should be reduced so that the time can be utilized to do their work and the unnecessary talk between the employees also should be stopped because it wastes their lot of time.
- Employees must be given chances to attend their family functions. This can be done in such a way that every employee should plan in advance about their function and he should work over time to complete his work so that he can attend the function and also, he can complete his work on time even if he takes a leave.
- Some of the workers working the firm are married, because of the work load they are not able to spend time with their family, and the firm should not give over work to the employees which will reduce their time to spend with their family. As pointed in the above points the firm should plan their time schedule accordingly.
- The firm must try to involve the employee's family members also in their official functions since every employee is expecting to have their family with them, this will increase their productivity which is profitable for the firm.
- Counseling should be more effective, since most of the employees are not satisfied with the counseling facilities the firm should find out the right person who is expert in this field.

- The firm should give flexible working hours so that the workers can work overtime and take leave for their reasons.
- Leave policy of the firm should also be improved by arranging their time schedule in a way that the workers can take leave by working accordingly in the previous days of their leave.
- Some of the workers work overtime in the firm this should be changed by redistributing their work to other employees so that the work is shared and they can complete their work during the office time itself.
- When works are distributed among the employees it will decrease the longer working hours of the employees. Longer working hours will affect the productivity of the employees therefore longer working hours should be decreased which will increase the productivity of the employees resulting in the profit of the firm.
- Some entertainment program should be organized among the workers itself at least once in a month so that their work pressure will be less since many of the workers are suffering from stress related diseases and work pressure.
- The firm should give the employees good career prospects by giving them promotions, increase in salary and other incentives otherwise it will affect the productivity of the employees.
- The firm should try to keep the employees out of stress by decreasing their work load and they should be made aware about the work life balance by giving them classes on work life balance by scholarly persons so that it will increase their productivity.

5.3 LIMITATIONS OF THE STUDY

Each study has its own restrictions. It is unimaginable that an examination practiced without having any restrictions. Following are few restrictions amid the research,

- The research was conducted only for Zoho corporation, that cannot be generalized for other companies.
- Data was collected from HR Team employees of Zoho corporation, it may not represent the population.
- The results generated are depends on the view of respondent.

5.4 CONCLUSION

This project study was helpful for the researcher to study the practical aspect with theoretical aspect. From the study conducted, the company does not believe in exerting pressure on employees. The company does not follow a tight schedule or strict work policies. Through leave policies, welfare measures, flexible work time and other allowances, the company encourages and motivates the employees and makes it easy for them to work effectively without pressure.

However, the company can also consider the addition of measures like job sharing and job rotation. Since the working hours is based on shifts and requires technical staff work from home is not possible, especially for supervisors.

The company should maintain its current policies and working strategies regarding the work life balance to keep on motivating and retaining the employees. Proper work life balance among the employees can not only increase their productivity, but also helps the organization achieve its objectives easily

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ANNEXURE 1

ANNEXURE 1- QUESTIONNAIRE

1. Name
2. Age
3. Gender
4. Marital status
 - a. Single
 - b. Married
5. Years of experience
 - a. 0-1
 - b. 1-2
 - c. Above 2
6. Which mode of work would you prefer
 - a. Work from office
7. Work from home
8. Combined
9. How many hours do you work in a day?
 - a. Less than 6 Hrs
 - b. 6-8 Hrs

- c. More than 10 Hrs

10. How much time do you travel to reach at work place?

- a. Less than 1 hour
- b. 1-2 hours
- c. 2-3 hours
- d. More than 3 hours

11. Do you agree that you spend enough time with your family?

- a. Strongly agree
- b. Agree
- c. Disagree
- d. Strongly disagree

12. Does your organization provide flexible working hours option?

- a. Yes
- b. No

13. How often do you work over time?

- a. Always

b. Sometimes

c. Never

14. Are you satisfied with the leave policy of your organization?

a. Highly satisfied

b. Satisfied

c. Dissatisfied

d. Highly Dissatisfied

15. Do you agree that longer working hours can adversely affect your productivity?

a. Strongly disagree

b. Disagree

c. Agree

d. Strongly agree

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

a. Always

b. Often

c. Sometimes

d. Rarely

e. Never

17. Are you able to work effectively when you are stressed about work related issues (eg: deadlines, targets etc)?

- i. Always
- ii. Sometime
- iii. Most of the times
- iv. Never

18. Do you worry about work or have work pressure even when you are not at work or travelling to work?

- a. Yes
- b. No
- c. Sometimes

19. How do you rate your current job in following parameters?

	Poor Satisfactory	Good	Very Good	Not Applicable
Salary / Wages				
Holidays				
Interest in job				
Leave Arrangement				
Training opportunities				

Friendly People				
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20. Do you suffer from any stress related diseases?

a. Yes

b. No

21. Does your organization provide counselling facilities?

a. Yes

b. No

c. Maybe

22. Does your organization have policy for —work life balance?

a. Yes

b. No

c. Not sure

23. Does your organization encourage participation or involvement of your family members in functions conducted by/for employees?

a. Always

b. Sometime

c. Most of the times

d. Never

24. Are you satisfied with the balance you maintain between the work and your personal priority?

a. Highly satisfied

b. Satisfied

c. Dissatisfied

d. Highly dissatisfied

ANNEXURE 2

RESEACH ARTICLE

A STUDY ON EFFECT OF WORKLIFE BALANCE ON ORGANIZATIONAL COMMITMENT AT PRIVATE CORPORATION

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ABSTRACT

In this research report, the conceptualization of work-life balance is based on the perception-centred approach that considers work-life balance to be a holistic concept and it is the subjective assessment of balance between work and the life beyond work domain. There has been a struggle to agree on a common definition of work-life balance and most studies do not consider the individual's broader - wholesome lives and only focus on parts of it. In line with this approach, this report focuses on the term work-life balance, as the term reflects the myriads of personal life situations and role involvement decisions that nowadays characterize the contemporary society. This report has emphasized the role of examining work-life balance in high stress environment like IT sector, keeping in mind, the call for increasing awareness on work-life issues in developing countries as stressed by concepts of work-life research.

INTRODUCTION

Work-life balance is a concept including prioritization between work, career and lifestyle. The expression —work-life balance was first used in the United Kingdom, in the late 1970s to describe the balance between an individual's work and personal life. In the United States, this phrase was first used in 1986.

REVIEW OF LITERATURE

Christopher D Ittner, David F larcker (1998): Work-life balance is now an important determinant for more workers in attaining a thriving career. With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. The stipulations of work or personal life can cause stress. Such circumstances impact on workers physiologically and psychologically. Hence, it is crucial for employees to maintain a sturdy stability between work and their private lives. For the employers, work-life balance of employees is a central means in formulating appropriate strategies to tackle work-life imbalance concerns.

Juha Uotila, markku maula, Thomas keil, shaker A Zahra (2009): This paper studies the result of work life balance (WLB) on employee productivity and how Nigerian workers handle the inauspicious working situations and coordinate their work and family lives. It explores the connection between work life balance (WLB) practices and organizational productivity and whether WLB practices possibly decreases employee turnover and absenteeism. It also scrutinizes work-life balance challenges faced by workers and methods of enhancing work-life balance practices amongst employees. The paper posits that work-life balance options should be fashioned to facilitate employees balancing their work and personal lives. Work-life balance it is not a quandary to be determined once but a constant concern to be managed. For organization goals to be achieved through the people employed, work-life balance concerns must become a crucial feature of human resource policy and strategy. Management must build a profound endorsement of people and their roles, to fashion a satisfying, extraordinary and self-motivated work environment

Noel capon, John U Farley, scott Hoening (1990): Work life balance is one of the key factors for the employees to achieve success. Organizations have devised various plans, policies, programs to help their employees to achieve the balance between their work commitments and family responsibilities. Certain policies are statutory while others are voluntarily implemented.

Dan R Dalton, Catherine M Daily, Jonathan L Johnson, Alan E Ellstrand (1999): The effectiveness of them depends on the extent of usage to the employees to achieve work life balance. The present paper intended to study the managerial level employees work life balance in Bosch Ltd, Bangalore. The study collected the data from 60 respondents. Tested hypothesis by adopting statistical techniques like regression, ANOVA. The study found that work responsibilities negatively impact the personal life of employees. The factors like overtime, travelling to work, meetings and training after the working hours impact the work life balance of the employees Key words: factors, personal life, job performance, flexible working hours.

Peter pille, joseph c parade (2002): Impact of Work-life Balance on Employees Productivity and Job Satisfaction in Private Sector Universities of Pakistan. The objective of this research paper is to discuss the nature of work and family policies in Pakistan's environment particularly in Education Sector. There are 133 universities in Pakistan, of which 73 are Public sector universities and Private universities are 63 which are functioning under Higher Education Commission of Pakistan. This study will further assess that how different Educational sectors in Pakistan have approached the work life balance agenda and examines the actual outcomes for both the employees and the employers.

NEED OF THE STUDY

This study spots out the effect of work life balance on organizational commitment at Private Corporation. So that proper steps can be taken to improve the work life balance of the employees.

OBJECTIVES OF THE STUDY

Primary objective:

- To study the work life balance and its effect on organizational commitment.

Secondary objective:

- To study the effect of work life balance while working overtime. • To analyze the factors affecting work life balance and productivity • To access the work life balance of the respondent.
- To evaluate how work affect productivity by organizational leave policy.

METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the researcher to know not only the research methods/techniques but also the methodology. Researchers not only need to know how to develop certain indices or tests, how to calculate the mean, the mode, the median or the standard deviation or chi-square, how to apply particular research techniques, but they also need to know which of these methods or techniques, are relevant and which are not, and what would they mean and indicate and why. Why a research study has been undertaken, how the research problem has been defined, in what way and why the hypothesis has been formulated, what data have been collected and what particular method has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered when we talk of research methodology concerning a research problem study.

RESEARCH DESIGN

Research design is a conceptual structure within which the research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. There are many types of research design that a researcher may use for his/her study. Research design has a great bearing on the reliability of the results arrived at and constitutes the firm foundation of the entire edifice of the research work. The types of research design used in the study are Descriptive research and Analytical research.

CHI-SQUARE TEST

H0: There is no significant association between how often do you work over time and Spending time with family.

H1: There is significant association between how often do you work over time and Spending time with family

CHI-SQUARE TEST

	Value	Df	Asymptotic Significance (2-sided)
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a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .71.			

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FINDINGS OF THE STUDY

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- Half of the employees are saying that their family members are sometimes involved in the functions conducted by/for employees and on the other hand 21.4% of the employees does not support this and nobody completely agree that the firm always encourage family members to participate in company functions.
- More than half of the employees agree that the company provide counselling facility but the rest of the employees are of the opinion that the counselling that the firm providing is not good so they disagree to that the firm provides counselling.
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- Majority of the workers are not satisfied with the leave policy of the firm and nobody is highly satisfied with the leave policy of the firm.
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- 50% of the employees agree that longer working hours can adversely affect the productivity but contrast to this only 7.3% among the respondents strongly disagree to the statement.

- Majority of the respondents agree that they experience work pressure when not working or while travelling to work but some of the respondents never experienced it.
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