

A STUDY OF WORKLIFE BALANCE IN IT SECTOR

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

S.SANTHOSH

Register No.40410155



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

APRIL 2022



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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **S.SANTHOSH 40410155** who carried out the project entitled “**A Study of worklife balance in it sector**” under my supervision from January 2022 to March 2022.

Dr.A.PALANI.,

Internal guide

External Guide

Dr. BHUVANESWARI .G

Dean – School of Management Studies

Submitted for Viva voce Examination held on_____

Internal Examiner

External Examiner

DECLARATION

I **S.SANTHOSH (40410155)** hereby declare that the Project Report entitled “**A Study of worklife balance in it sector**” done by me under the guidance of **DR.A.PALANI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

S.SANTHOSH

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S.SANTHOSH

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ABSTRACT

In today's economy, employees are looking for opportunities to learn and improve their skills and to have an open valve for imagination, creativity and ideas; senior management interest in employee wellbeing; and to work for an organization with a reputation as a good employer. Work-life balance is increasingly important for engagement and affects retention. By being aware of the unique needs of diverse groups, as well as by recognizing individual differences within these groups, HR can better understand the challenges of increased diversity in the organization's workforce (e.g., different generations, more females) and work toward designing and implementing work-life balance policies and practices to engage diverse employee groups.

The objectives of the study are to identify and evaluate the strength and weakness of the company, keeping focus on the policies formulated by the company for the betterment of the employees and how these formulated policies help in balancing their work and personal life.

The study has been undertaken to find out the Work life balance of women employees at IT sector, Chennai. The required information has been collected through primary and secondary data. The sampling size is 150. Questionnaire method was used to collect the samples needed for formulating the inferences.

Findings and suggestions were stated based on the analysis done. The suggestions formulated were made on the inferences made and I hope my suggestions formulated will help in further betterment of the organization. Keeping focus on the policies formulated by the company for the betterment of women employees and how these formulated policies help in balancing their work and personal life. Finally I shall consider my hard work worthwhile if this endeavor is able to satisfy all those concerned and proves useful to anyone or for any further study in future.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Work life balance is a self-defined, self-determined state of wellbeing that a person can reach, or can set a goal, that allows them to manage effectively multiple responsibilities at work, at home, and on their community; it supports physical, emotional, family, and community health, and does so without grief, stress or negative impact.

In other words, Work-life balance is a person's control over the conditions in their workplace. It is accomplished when an individual feels *dually satisfied* about their personal life and their paid occupation. A sentence that brings the idea of work life balance to the point is: "Work to live. Don't live to work." Finding the right job, that is fun to do, might be the more important part in removing possible causes of stress.

A metamorphic change is occurring all over the world with the advent of Information Technology. Information Technology revolution not only increases the employment opportunities and GDP of a country, but also contributes to a cultural transformation and social revolution. The Indian employees, who were mostly found in a socially acceptable employment like teaching, nursing, banking, etc. in the last decade, are diverted now and actively participate in the Information Technology revolution. It has become a common phenomenon that majority of the employees, especially the knowledge workers, are working harder and longer ever before. As a consequence, they find it difficult to achieve work life balance. This new information technology profession with a good pay, night shifts, cultural and social change has brought work life imbalance among the employees in Information Technology Industry. This study is based on an empirical investigation conducted among employees from a leading Information Technology Company called IT sector.

An increasing number of articles have promoted the importance of work-life balance. This highlights the current concern within society and organizations about the impact of multiple roles on the health and well-being of professional employees and its implications regarding work and family performance, and employees' role in society. The following variables influencing the experience of work-life balance were identified while reviewing the international literature.

- a. The multiple roles performed by employees
- b. Role strain experienced because of multiple roles, i.e., role conflict and role overload
- c. Organization culture and work dynamics: Organizational values supporting work–life balance have positive work and personal well-being consequences
- d. Personal resources and social support: Several studies confirmed the positive relationship between personalities, emotional support and well-being
- e. Career orientation and career stage in which employees careers need to be viewed in the context of their life course and time lines
- f. Coping and coping strategies: Employees use both emotional and problem-focused coping strategies to deal with role conflict.

1.1.1 Work–family conflict and family–work conflict

Work–life balance is the maintenance of a balance between responsibilities at work and at home. Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work–family conflict (WFC). These conflicts are intensified by the “cultural contradictions of motherhood”, as employees are increasingly encouraged to seek self-fulfillment in demanding careers, they also face intensified pressures to sacrifice themselves for their children by providing “intensive parenting”, highly involved childrearing and development. Additional problems faced by employed employees are those associated with finding adequate, affordable access to child and elderly care.

WFC has been defined as a type of inter-role conflict wherein some responsibilities from the work and family domains are not compatible and have a negative influence on an employee's work situation. Its theoretical background is a scarcity hypothesis which describes those individuals in certain, limited amount of energy. These roles tend to drain them and cause stress or inter-role conflict. Results of previous research indicate that WFC is related to a number of negative job attitudes and consequences including lower overall job satisfaction and greater propensity to leave a position.

Family–work conflict (FWC) is also a type of inter-role conflict in which family and work responsibilities are not compatible. Previous research suggests that FWC is more likely to exert its negative influences in the home domain, resulting in lower life satisfaction and greater

internal conflict within the family unit. However, FWC is related to attitudes about the job or workplace. Both WFC and FWC basically result from an individual trying to meet an overabundance of conflicting demands from the different domains in which employees are operating.

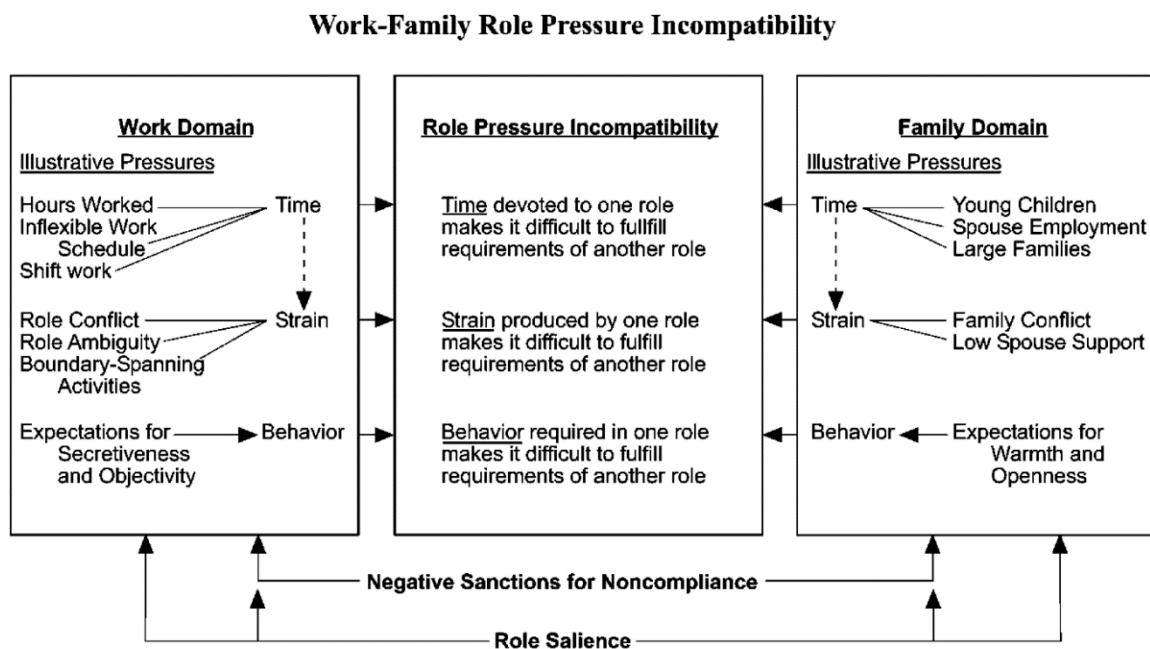
Workplace characteristics can also contribute to higher levels of WFC. Researchers have found that the number of hours worked per week, the amount and frequency of overtime required, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture increase the likelihood that employees will experience conflict between their work and family role. **Baruch and Barnett, 1997** found that employees who had multiple life roles (e.g., mother, wife, and employee) were less depressed and had higher self-esteem than employees who were more satisfied in their marriages and jobs compared to employees and men who were not married, unemployed, or childless. However, authors argued quality of role rather than the quantity of roles that matters. That is, there is a positive association between multiple roles and good mental health when a woman likes her job and likes her home life.

WFC and FWC are generally considered distinct but related constructs. Research to date has primarily investigated how work interferes or conflicts with family. From work–family and family–work perspectives, this type of conflict reflects the degree to which role responsibilities from the work and family domains are incompatible. That is “participation in the work (family) role is made more difficult by virtue of participation in the family (work) role”.

Frone et al., 1997 suggested that WFC and FWC are related through a bi-directional nature where one can affect the other. The work domain variables such as work stress may cause work roles to interfere with family roles; the level of conflict in the family domain impacts work activities, causing more work conflict, thus creating a vicious cycle. Therefore, work domain variables that relate to WFC indirectly affect FWC through the bi-directional relationship between each construct. Family responsibility might be related to WFC when the employee experiences a very high work overload that impacts the employee's ability to perform even minor family-related roles. Such a situation likely affects WFC through the bi-directional nature of the two constructs. While no researchers have considered the relationship between these constructs in a full measurement model, **Carlson and Kacmar (2000)** used structural model and found positive and significant paths between WFC and FWC.

1.1.2 Work stress: Its relation with WFC and FWC

Work stress is usually conceptualized as work-role conflict, work-role overload, and work-role ambiguity. Each has the potential to affect WFC. With respect to work-role conflict, the more conflict among work roles, the greater the chances that stress will spill over and cause negative behaviors that interfere with fulfilling family roles. Role overload is the result of having too many things to do in a given time period. As time is constrained by having too many tasks to accomplish at work, the employee may need to use time allocated to the family role which could cause WFC. Work-role ambiguity occurs when workers are unsure of what is expected of them in a work role. As uncertainty concerning work roles increase, employees use more mental energy to decipher it. This requirement may drain mental energy and attention needed for their family roles. **Carlson and Kacmar, 2000** found that role overload and role conflict were predictors of WFC, yet did not find significant results for role ambiguity.



Source: Greenhaus & Beutell (1985)

Kandel et al., 1985 studied the nature of specific strains and stresses among married employees in their marital, occupational and house work roles. They found that strains and stresses are lower in family roles than in occupational and household roles among the married employees. These have more severe consequences for the psychological well-being of employees than occupational strains and stresses. Strains predicted distress through role-specific stress, with strains deriving from contribution of role-specific stress. **Chassin et al., 1985** found three types

of conflicts in their study research on a sample of 83 dual worker couples with pre-school children. These are: (1) conflicts between demands of multiple roles, (2) conflict between role expectations of self and spouse, and (3) lack of congruence between expectation and reality of roles. The authors felt that self-role congruence in employees leads to better mental health.

Research studies have identified several variables that influence the level of WFC and FWC. Variables such as the size of family, the age of children, and the number of hours worked outside the home, the level of control one has over one's work hours, flexible or inflexible work hours and the level of social support impact the experience of WFC and FWC. However, these variables have been conceptualized as antecedents of WFC and FWC; it is also important to consider the consequences these variables have on psychological distress and well-being of the working employees. Most of these studies revolved are in western context; there is a scarcity of research in this area in the Indian context. Hence, the researchers made an attempt to study various factors which could lead to WFC and FWC among married employees.

Workforce participation by mothers - particularly those with young children - is not a new phenomenon. In countries such as the US and Australia, an increase in maternal employment has been evident since the 1960s, although other countries, such as the Netherlands and Spain, did not follow suit until the 1990s (Organisation for Economic Co-operation and Development). The benefits from employees being employed are broad, as employment is related to improvements in their mental health, physical health, financial resources and social supports. Additionally, employers benefit from employees returning to work after maternity leave. The costs of replacing an employee are quite high, with estimates of turnover costs ranging from 29% to 46%. Moreover, the costs cited in the literature often do not consider the indirect costs of employee turnover, such as those associated with the initial inefficiency of a new employee, which, when estimated to be approximately 80% of the total cost, far outweighs the direct costs of replacing an employee. It is not surprising, therefore, that interest and research in maternal employment has increased, albeit often focused on the potential impact of maternal employment on children's development. Research regarding other aspects of maternal employment - such as work-family conflict and the wage penalty of motherhood - has increased in the last decade; however, few studies have examined factors that are associated with employees returning to work after

maternity leave, particularly in the Australian context. Prospective studies and those specifically considering psycho-social factors are lacking.

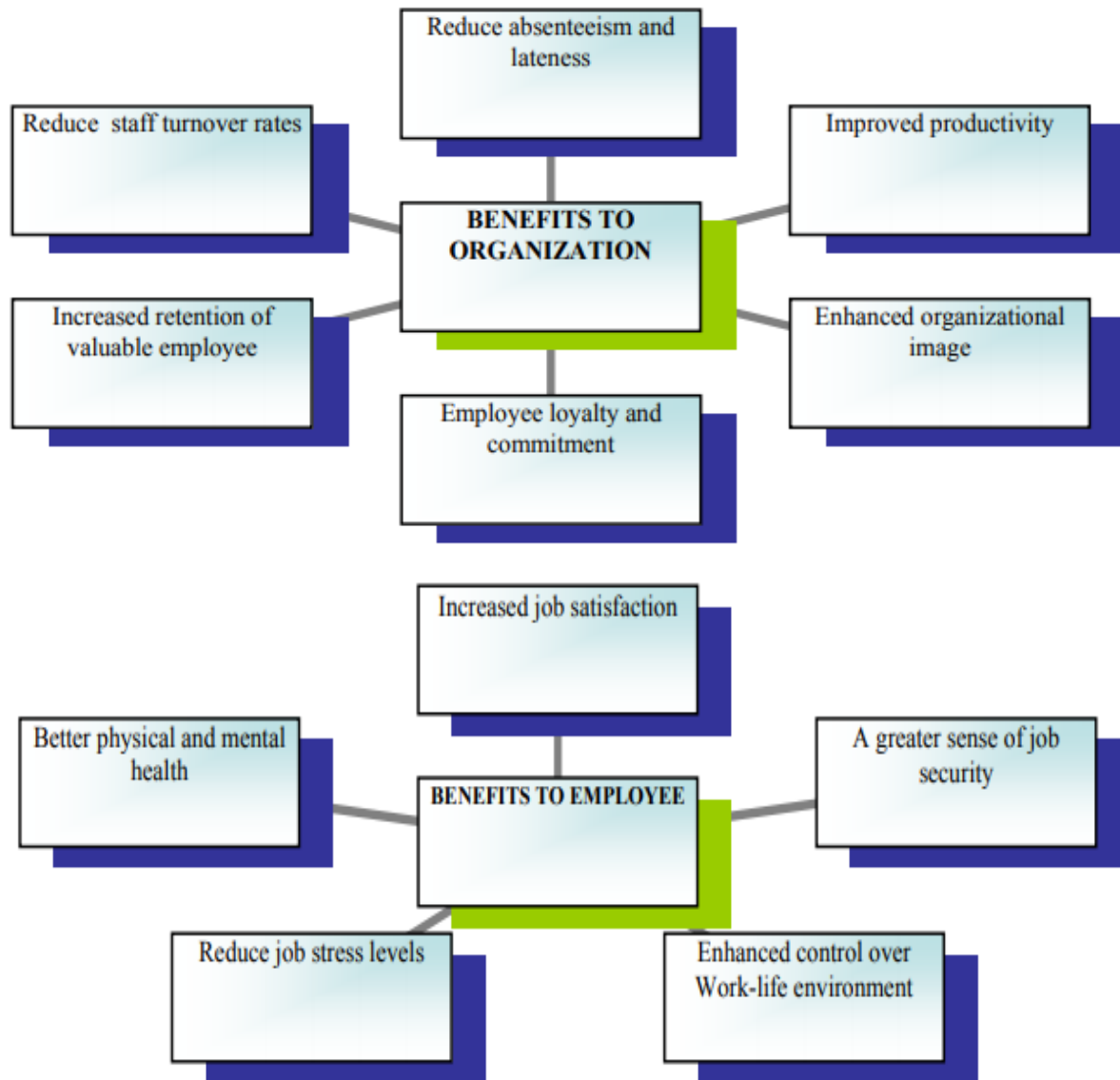
1.1.3 Organizational Outcomes and Employees' Benefits of Work-Life Balance Policies

The effects of introducing work-life balance practices on employee attitudes and perceptions include job satisfaction, organizational commitment, job stress and turnover intention. All of these factors, in turn, affect job performance, direct and indirect absenteeism costs, costs associated with the loss and replacement of valued employees, customer satisfaction, and organizational productivity; Although the formal evaluation of work-life practices is often difficult because of the problem of calculating the costs and benefits of different strategies, some companies have attempted to quantify the outcomes of specific policies. The most commonly used measures of organizational outcomes include the follow:

Reduced costs – particularly those related to reduced absenteeism and turnover. Both absenteeism and high turnover rates in organizations are indicative of low morale and job stress. Thus, reducing absenteeism is an important organizational objective for reducing costs. Organizations like Capital One Financial, a financial services company, reported that work-life balance practices reduced turnover and increased productivity and Employee satisfaction.. The Canadian Teleworkers Association has also reported that about 25% of IBM's 320,000 employees worldwide telecommute saving the company \$700 million unreal estate costs.

Enhanced organizational image and retention of “desirable” employees: Being perceived as having innovative work-life balance practices allows organizations to enhance their organizational reputation in the public domain. This means that they are also well-positioned to attract and retain greater numbers of job applicants from which a larger pool of better qualified employees can be selected. Thus for example, Arup Laboratories, a Medical and Testing Reference Laboratory with 1,789 employees in Salt Lake City, has reported that offering flexible scheduling has helped them to more than double their employee base from 700 in 1992 to 1,700 employees in 2004, whilst reducing turnover from 22% to 11%. It is also notable that a variety of ‘best employer’ surveys regularly use availability of work-life balance practices as an evaluation criterion, thus indicating the connection between corporate image and the availability of such practices. SC Johnson, a family-owned

consumer-goods company in New Zealand, says improved staff retention as a result of work-life initiatives saves the company more than \$200,000 a year



Organizational outcomes and employees' benefits of work-life balance practices

Increased productivity and employees' performance: The existent literature suggests that work-life balance practices generally have a positive impact on individual and organizational productivity. In addition to the previous reference to Capital One Finance, Pfizer Canada reported a 30% productivity increase in its translation department when employees were provided with opportunities to telecommute. Focusing specifically on customer service as an indication of organizational

performance, KPMG has reported that allowing employees to take emergency time off to attend to care responsibilities has been a driving force behind their retention and ‘superlative services’ provision. Organizations that offered more extensive bundles of work-life balance practices had higher ratings on a measure of organizational performance obtained from senior HR directors on such dimensions as being able to attract essential employees, the quality of relations between management and employees, and product quality.

1.1.4 Barriers in Achieving Work-Life Balance

Implementing of work-life practices for organizational effectiveness may be compromised by lack of use these practices. Research conducted amongst organizations in the UK suggests that employees often remain unaware of their work-life entitlements following the implementation of work-life balance practices. For example, in a survey of 945 employees in six different organizations across three sectors of employment (local government, supermarkets, and retail banking), found that 50% of employees were unaware of the family friendly practices offered by their organizations. Five distinct aspects of work-life culture have been identified from previous studies, all of which should be considered by organizations when attempting to improve employees’ work-life balance. These are outlined below:

Managerial support is consistently emphasized in discussions and studies as a factor influencing work-life balance. Managers play an important role in the success of work/life programs because they are in a position to encourage or discourage employees’ efforts to balance their work and family lives. Where supervisors enthusiastically support the integration of paid work and other responsibilities, employees will be more likely to take up available work-life programs. On the other hand, it has been suggested that even in ‘family-friendly’ organizations, managers may send negative signals indicating that the use of flexible benefits is a problem for them, their colleagues and the organization as a whole

Career consequences: The second factor associated with a barrier to the successful implementation of work-life practices is the perception of negative career consequences. In a study of 463 professional and technical employees in biopharmaceutical firms, found that the provision of work-life practices improved employees' organizational commitment, but only to the extent that employees

felt free to use the practices without negative consequences to their work lives—such as damaged career prospects. Similarly, cites an American Bar Association report that although 95% of American law firms have a part-time employment policy, only 3% of lawyers have used it due to fear of career derailment. The perception that using work-life balance practices will have a negative impact on their career prospects appears to be a powerful demotivate for employees' use of these practices

Organizational time expectation: Another factor that influence the uptake and overall supportiveness of work-life policies is organizational time expectations the number of hours employees are expected to work; how they use their time (e.g., whether employees are expected to take work home); In several studies, however, long working hours have been identified as a signal of commitment, productivity and motivation for advancement. One study, based on interviews with engineers in a Fortune 100 company in the US, concluded: “If one is to succeed, one has to be at work, one has to be there for long hours, and one has to continuously commit to work as a top priority. To be perceived as making a significant contribution, productivity alone is not enough. One has to maintain a continual presence at work.” This is particularly the case in organizations with “presenteeism” cultures where those who succeed are the ones who come in early and stay late as a matter of course.

Known as “face time” being visibly at workplace, often for long hours—is seen as a sign of commitment, of loyalty, of competence and high potential, but also is seen as a major barrier to achieving work/life balance. Employees who do not give the maximum amount of time possible to the organization are often defined as less productive and less committed, and are therefore less valued than employees working longer hours; We consider that the shift to evaluating performance on the basis of outputs rather than time spent physically at the workplace is, however, an essential part of developing a culture that supports work-life balance. It is very difficult to implement flexible work arrangements in organizations where the focus is on hours rather than output, and presence rather than performance. This means that organizations that want to increase work-life balance need to introduce new performance measures that focus on objectives, results and output. To do this, they need to reward output not hours and what is done, not where it is done. They also need to publicly

reward people who have successfully combined work and non-work domains and not promote those who work long hours and expect others to do the same.

Genders perceptions: Perceptions that work-life policy is developed only for women are the fourth factor related to their use. A review of men's use of family-friendly employment provisions argues that barriers to men's use arise from three major sources.

- First the culture of many workplaces casts doubt on the legitimacy of men's claims to family responsibilities.
- Second, the business environment, imposing competitive pressures to maintain market share and increase earnings
- Third, the domestic organization in employees' own homes often precludes men from taking up available work/life options. Some work-life provisions, such as paternity leave, are intended specifically for men and aim to foster a greater sharing of responsibilities between men and women.

Thus, encouraging more men to use opportunities for flexible work is important but clearly this requires a supportive work environment as well as changes in attitudes and expectations in the wider community.

Co-worker support: An increasing amount shows that workers who make use of work-life practices suffer negative perceptions from colleagues and superiors. An experiment found that employees who used work life balance practices were perceived by co-workers as having lower levels of organizational commitment, which was thought to affect the subsequent allocation of organizational rewards such as advancement opportunities and salary increases. Some staff that use flexible arrangements have reportedly experienced 'family friendly backlash' or resentment from co-workers. In other organizations, employees without dependent care responsibilities (in this paper, defined as time spent performing childcare, eldercare or care for a disabled dependent) interpret "family friendly" as favoritism and complain that they are being "unfairly" or inequitably treated. We consider that such employees feel that their colleagues with childcare or eldercare responsibilities are "getting away with less work" and that the needs of childless employees are being ignored, but this kind of attitude should be changed. This backlash against "family friendly" makes it harder for

organizations who wish to address the issue. In conclusion regarding such perceptions, it is therefore not surprising why work-life practices tend to be underused by male employees, single employees and career-oriented mothers; and that apprehension of negative career consequences for using practices has been associated with increased levels of work-life conflict

1.2 INDUSTRY PROFILE

Global IT spending, which was muted in CY10, picked up in CY15 as the economic situation in the US and Europe improved marginally. Discretionary spending on IT budgets by large global corporations saw an uptick compared to last year but was still far from encouraging. The Banking, Financial Services and Insurance (BFSI) vertical, from which Indian IT companies derive the largest amount of revenue, led the recovery as more global and regional banks invested in IT infrastructure to cut costs and remain competitive. The global spending on technology services in CY 2012 was US\$ 1900 bn, a growth of 4.8% over CY 2011.

1.2.1 Indian Scenario

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. The global IT & ITeS market (excluding hardware) reached US\$ 1.2 trillion in 2016-17, while the global sourcing market increased by 1.7 times to reach US\$ 173-178 billion. India remained the world's top sourcing destination in 2016-17 with a share of 55 per cent. Indian IT & ITeS companies have set up over 1,000 global delivery centres in over 200 cities around the world.

More importantly, the industry has led the economic transformation of the country and altered the perception of India in the global economy. India's cost competitiveness in providing IT services, which is approximately 3-4 times cheaper than the US, continues to be the mainstay of its Unique Selling Proposition (USP) in the global sourcing market. However, India is also gaining prominence in terms of intellectual capital with several global IT firms setting up their innovation centres in India.

The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science. The Indian IT and ITeS industry is divided into four major

segments – IT services, Business Process Management (BPM), software products and engineering services, and hardware. India has come out on top with the highest proportion of digital talent in the country at 76 per cent compared to the global average of 56 per cent.

1.2.2 Market Size

The internet industry in India is likely to double to reach US\$ 250 billion by 2020, growing to 7.5 per cent of gross domestic product (GDP). The number of internet users in India is expected to reach 730 million by 2020, supported by fast adoption of digital technology, according to a report by National Association of Software and Services Companies (NASSCOM). Indian IT exports are projected to grow at 7-8 per cent in 2017-18 to US\$ 126 billion, in addition to adding 130,000-150,000 new jobs during the same period.

Indian IT and BPM industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50-55 billion out of the total revenue. E commerce market in India is set to grow at 30 per cent annually to hit US\$ 200 billion gross merchandise value by 2026. Indian technology companies expect India's digital economy to have the potential to reach US\$ 4 trillion by 2022, as against the Government of India's estimate of US\$ 1 trillion. Rise in mobile-phone penetration and decline in data costs will add 500 million new internet users in India over the next five years creating opportunities for new businesses, as per private equity and venture capital firm Omidyar Network.

Digital payment in India is expected to grow from 32 per cent in 2013-14 to 62 percent in 2017-18 in terms of volume of transactions. Employees from 12 Indian start-ups, such as Flipkart, Snapdeal, Makemytrip, Naukri, Ola, and others, have gone on to form 700 start-ups on their own, thus expanding the Indian start-up ecosystem. India ranks third among global start-up ecosystems with more than 4,200 start-ups.

Total spending on IT by banking and security firms in India is expected to grow 8.6 per cent year-on-year to US\$ 7.8 billion by 2017. India's Personal Computer (PC) shipment advanced 11.4 per cent year-on-year to 9.56 million units in 2017 on the back of rise in the quantum of large projects. The public cloud services market in India is slated to grow 35.9 per cent to reach

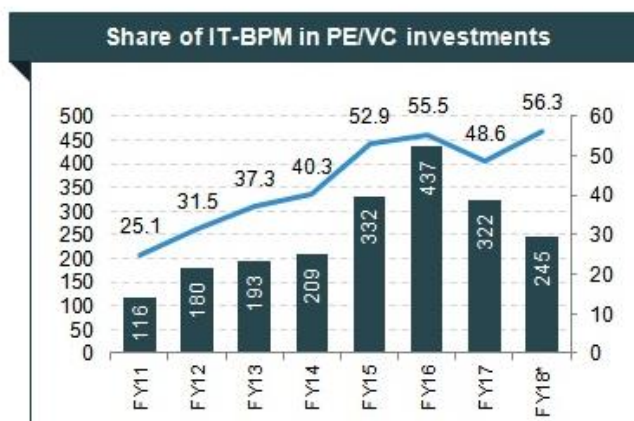
US\$ 1.3 billion according to IT consultancy, Gartner. Increased penetration of internet (including in rural areas) and rapid emergence of e-commerce are the main drivers for continued growth of data centre co-location and hosting market in India. The Indian Healthcare Information Technology (IT) market is valued at US\$ 1 billion currently and is expected to grow 1.5 times by 2020. India's business to business (B2B) e-commerce market is expected to reach US\$ 700 billion by 2020 whereas the business to consumer (B2C) e-commerce market is expected to reach US\$ 102 billion by 2020. Cross-border online shopping by Indians is expected to increase 85 per cent in 2017, and total online spending is projected to rise 31 per cent to Rs 8.75 lakh crore (US\$ 128 billion) by 2018.

Latest update: April, 2018

- Total PE/VC investments in FY17 were observed to be US\$ 7 billion, which increased at a CAGR of 27.25 per cent from US\$ 0.8 billion in FY08
- Total number of PE/VC investment deals reached 322 in FY17. During April-December 2017, 245 PE/VC deals were undertaken in the IT-BPM sector.

Notes: CAGR – Compound Annual Growth Rate, FY18* - Up to December 2017

Source: Venture Intelligence, Nasscom, PWC Moneytree report



1.2.3 Investments/ Developments

Indian IT's core competencies and strengths have attracted significant investments from major countries. The computer software and hardware sector in India attracted cumulative Foreign Direct Investment (FDI) inflows US\$ 29.825 billion from April 2000 to December 2017, according to data released by the Department of Industrial Policy and Promotion (DIPP). Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra, are diversifying their offerings and showcasing leading ideas in blockchain, artificial intelligence to clients using innovation hubs, research and development centres, in order to create differentiated offerings.

Some of the major developments in the Indian IT and ITeS sector are as follows:

- India ranked ninth out of the 14 countries in the latest report of the Korn Ferry Digital Sustainability Index (DSI), outperforming countries such as China, Russia and Brazil.

- The flexi staffing market in the information technology (IT) sector in India stood at US\$ 3.04 billion in FY 2016-17 and is estimated to grow at a Compound Annual Growth Rate (CAGR) of 14-16 per cent to reach US\$ 5.3 billion by 2021@.
- Private Equity (PE)/Venture Capital (VC) investments in India's IT & ITeS sector reached US\$ 7.6 billion during April-December 2017.
- Exports of software services from India increased 10.3 per cent year-on-year to reach US\$ 97.1 billion in FY 2016-17, according to the Reserve Bank of India's (RBI) 'Survey on Computer Software & Information Technology Enabled Services Exports: 2016-17'.
- Spending on artificial intelligence (AI) by Indian companies is expected to increase by 8-11 per cent over the coming 18 months backed by rising influence of AI-based solutions across verticals, as per a report by Intel.
- India plans to create wireless Technology 5G by the end of the year 2020 which will help India in realising its most important goals of “Increasing the GDP rate”, “Creating Employment” and “Digitizing the Economy”.
- The mobile wallet industry is expected to maintain its current pace of expansion and the value of its transaction is expected to reach Rs 32 trillion (US\$ 480 billion) by 2022, growing at a rate of 126 per cent.

1.2.4 Government Initiatives

Some of the major initiatives taken by the government to promote IT and ITeS sector in India are as follows:

- The Government of India is going to explore new opportunities in various sectors such as providing BPO service from home, digital healthcare and agriculture to achieve the target of making India a US\$ 1 trillion digital economy.
- The Government of Andhra Pradesh is targeting to attract investments worth US\$ 2 billion and create 100,000 jobs in the information technology (IT) sector in the state, stated Mr.N.Chandrababu Naidu, Chief Minister, Andhra Pradesh.
- The Government of Telangana is targeting to provide broadband connection to every household in the state by 2018, which is expected to lead to revolutionary changes in the education and health sectors.

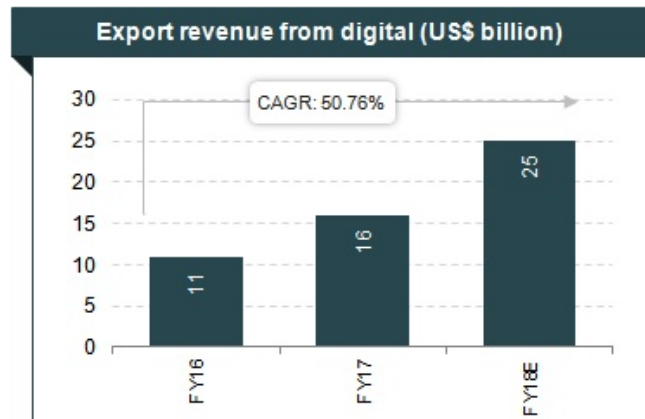
- Mr Manoj Sinha, Minister of Communications, Government of India, launched project DARPAN - digital advancement of rural post office for a new India, for improving the quality and adding value to services and achieving financial inclusion for the unbanked rural population.
- Mr Ram Nath Kovind, President of India, has dedicated four projects, such as Andhra Pradesh Fibregrid, Andhra Pradesh Surveillance Project, Drone Project and Free Space Optical Communication (FSOC) to the people of Andhra Pradesh.
- The Government of India is planning to set wifi facility for around 5.5 lakh villages by March 2019 with an estimated investment of Rs 3,700 crore (US\$ 555 million) and the government expects to start broadband services with about 1,000 megabit per second (1 gbps) across 1 lakh gram panchayats by the end of this year.

Latest update: April, 2018

- The global digital transformation market size is expected to rise at a CAGR of 18.56 per cent from US\$ 1.2 trillion in 2017 to US\$ 2 trillion in 2020.
- India's IT industry is increasingly focusing on digital opportunities as digital is poised to be a major segment in the next few years. It is also currently the fastest growing segment, growing over 30 per cent annually.
- Export revenue from digital segment already forms about 20 per cent of the industry's total export revenue as exports have grown at a CAGR of 50.76 per cent to an estimated US\$ 25 billion in FY18.
- Revenue from digital is expected to comprise 38 per cent of the forecasted US\$ 350 billion industry revenue by 2025.[^]

Notes: [^]According to Nasscom, E - Estimated

Source: Nasscom, IDC, Media Sources



1.2.5 Road Ahead

India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. US\$ 150 billion Indian IT industry's export revenue to grow at 7-8% and domestic market revenue is projected to grow at 10-11 per cent in 2017-18.

1.2 IDENTIFIED PROBLEM

Research aims to show the good work life balance can affect a person socially, physically, mentally and emotionally. Serious health conditions such as stress, fatigue, mental illness and heart disease can all be derived from working long hours. The impacts of these problems are far reaching, affecting co-workers, friends, family and society as a whole.

1.3 NEED FOR THE STUDY

The survey was conducted to study whether employees' perceptions towards work life balance has any impacts on their job satisfaction. Past research indicated that employees have different perceptions towards their work life balance and this may have an impact on their job satisfaction. Stress in day to day work life is also assessed by looking at employees' personal life aspects as well as occupational related stressors. Specifically, the objectives of the study were first, to see whether the current organizational climate influences employees' perception of job satisfaction; second, to find out about the sources of stress among employees in a higher learning institution environment and finally to find out about employees level of satisfaction with regard to various job related aspects.

1.4 OBJECTIVES OF THE PROJECT

Primary objective:

To identify the determinants of Work life balance of employees working in IT sector

Secondary Objectives

- ✓ To find out the opinion of employees about their Work Life balance working in IT sector
- ✓ To know the employee perception about their personal balance of life
- ✓ To understand the employees' view about their working patterns
- ✓ To recommend / suggest ways for improving the Work Life balance of employees

1.5 SCOPE OF THE STUDY

- ✓ To know the measure taken by the organization to improve the work life balance of the employee in the organization
- ✓ To know whether work life balance leads to improve productivity of the organization.
- ✓ To study whether work life balance motivates the employee to learn further for present and future rule.

- ✓ To know the level of employee satisfaction
- ✓ To study the work life balance of employees working in IT sector

CHAPTER 2

REVIEW OF LITERATURE

H. Mohammadia & M. A. Shahrabib (2013) conducted a research on relationship between work life balance and job satisfaction, it is an empirical investigation. Questionnaire in Likert scales format and distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examined the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction.

Vignesh Shankar (2014) the main purpose of this paper is to investigate and determine the work life balance and motivation of employees and their effects on organizational operations in Export Industries. To reach the work life balance mostly depends upon making regular attempts from an organization, which provides their employees with more opportunities so that they can be more effective in their organization. Quality in an organization is defined as an advantage, as a value, as determination of conformity and as meeting customer's expectations. Good work life balance is necessary for an organization to attract and to retain skilled and talented employees. Employees are the most important assets of any organizations and its success or failure depends on their qualifications and performance. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the work life balance initiatives are very important. Motivated employees and satisfied customers are the backbone of any successful organizations. This paper focuses and analyzes the literature findings which involve work life balance and predictors of employee motivational strategies

Ladislav Sojka 2014, the paper describes the state of the art of the work life balance (WLB) in the Slovak academic and practice environment. It was found that until now only a little effort has been devoted to this issue within the academic sphere. Definitions of WLB were critically reviewed and a new definition based on ISO 9000 definition has been proposed. On the basis of the research conducted on the sample of 721 respondents, ten work life balance characteristics were selected that are relevant to the Slovak economic environment. A typology of work life balance characteristics and methods of WLB calculation are also presented.

Balaram et. al., (2015) in this mechanical life, workmen reach house after completion of their hectic job with highest stress. Human being cannot be compared with machines. They have their own impulses, instincts, emotions. Employer should design a job which suits the needs of workmen not the technology. By using Work life balance (WLB) worker's potential can be used to maximum extent. It ensures greater participation and involvement of workers, makes work easier and improves quality and efficiency. For our study purpose, only secondary data is used which is sourced from different journals and books. In discussing the Literature Review of Work life balance, this paper has been divided into four parts. In the first part introduction of WLB, second part Review of Literature of WLB. In the third part Components of work life balance, it summarizes different requisite components for work life balance, industries observed and contributions of different researchers. It is observed that Researchers differ in their views on the core constituents of Work life balance.

Rashmi Rai and Shruti Tripathi (2015) the success of any organizations depends on many factors like how it recruits, motivates appraises retain its employees .Employees are internal Brand Manager who markets the organizations to attract internal customers that is the prospective employee. The hard truth is that in the modern era Work life balance (WLB) has taken a back seat since most of the employees are expected to work even more harder .Research shows that in an developed county the employees expected to work for 12 to 15 hours a day as compared to 8 to 9 hours and such kind of trend is quite distressing. There has been a metamorphic change occurring around the world with the advent of Information Technology which has contributed to the economy of the country and has given lot of employment opportunities hence the concept of Quality Work life has even more has become evident in this particular industry. In this paper we have tried to access that does work life balance have any effect on job Performance. We collected a sample of IT Professionals and did a survey to find out the relationship between work life balance and job performance.

Radha Yadav and Ashu Khanna (2015) Work life is a “central” thing in which individual wants to be emphasis themselves on it as well as concentration on a family life. Work life balance defines life at the work place and life at home with the family member. Happy and satisfied employee easily handles the problem of life but only exultant individual can't cope up

with the environment of the organization until getting the satisfaction from the job. So, the proclamation of work life and family affects each other is probably go in the same direction. This paper emphasizes the quality of work and performance of the state bank of India. State bank of India is developed public sector bank and known as the “mini RBI”. In this paper Participative management, grievance handling procedure, health care facilities, fringe benefits , rewards and recognitions etc., are used as variable to identified the satisfaction of employees’ towards the work life balance offered by the organization and return on net worth, return on assets, dividend per share and net profit margin are used to determine the organization’s performance. 150 questionnaires were distributed among the branches of SBI which touched the East Uttar Pradesh. The objective of the paper was to find out the work life balance of employees have been growing with the organization’s growth. The result indicates that performance of the SBI is highly satisfactory than the work life balance offered to the employees’.

Hendra Gunawan, Rezki Amalia (2015), the wage factor and the work life balance needs to get the attention of the management to be able for improve the employees performance.

This research aims to know the effect of wages on employees’ performance is moderated by the work life balance. The type of the data being used is the primary data in the form of a questionnaire. Sampling is done by stratified random sampling of 100 employees in a manufacturing company. Data analysis using linear regression and moderated regression analysis. The result showed a significant negative effect on the wages of employees’ performance. Other finding is negative effect of wages which are moderated by the work life balance is caused by the effect of intrinsic motivation (work life balance) is more powerful than extrinsic motivation (wages). Work life balance is quasi moderators that weaken the wages variable. Further research is recommended to expand the research by adding independent variable that affects the performance of employees.

Vanishree at.al., (2017), Nowadays organizations are facing high attrition rate because of abundant job opportunities in the competitive market, to retain skilled and talented workforce is the major challenge that is faced by majority of organizations. To improve retention rate organizations need to consider human factors, while designing job. These human factors include Work life balance and Employee Commitment. The present review paper addresses the factors

associated with components of WLB and components of Employee Commitment. From the study is identified that employee commitment has three components they are Affective, Normative, Continuance commitment and WLB is a multidimensional construct it includes job satisfaction, adequate pay, work environment, organizational culture etc, these factors effects on the employee performance, productivity, absenteeism, retention rate etc. These WLB components may effect on the commitment of employees towards the organization, it may also enhance retention rate.

Sumathi, and Velmurugan (2017) Work life balance is a critical concept with having lots of importance in employee's life. A high work life balance (WLB) is essential for all organizations to continue to attract and retain employee. This study attempted to find out the factors that have an impact and influence on work life balance of employees in private limited companies of Coimbatore. The Work life balance of an organization can be assessed by opinions of employees on statements regarding work life balance [WLB] aspects. If employees perceive an organization as offering a good quality of work in return for their contribution to an organization, then it is likely that employees will report higher levels of performance and job involvement. Employee satisfaction facilitates superior performance and also greater attraction and retention of the best employees, thereby enhancing the ability of the organization to deliver higher quality services. The aim of this study was to analyze the WLB among employees of Private Limited Companies in Coimbatore region.

Vijay Anand et. al., (2018), Work life balance is referred to all the organizational inputs which aim at the employees' satisfaction and enhancing organization effectiveness. The purpose is to develop jobs and working condition that is excellent for employees as well as the economic health of the organization. It also refers to the satisfaction, motivation, commitment, and involvement of an individual experience concerning their line at work. The paper aims to study the concept "Quality of Work-Life" and the role it plays in enhancing the productivity and performance in the hospital. The purpose of the study is mainly to understand the work life balance of the employees with significant factors like Working Environment, Training, and Development, Compensation & Rewards, Organizational Commitment, Job Satisfaction, etc. The research includes 104 employees who were designated as Staff Nurse, Technician, Executive and

Manager in a Hospital. The primary data can be analyzed using the statistical tool like ANOVA, Chi-Square, Regression, and Correlation

According to **Ioan Lazăr and Codruța Osoian (2010)** well known in the literature as work life balance, the quality relationship between paid work and unpaid responsibilities is critical for success in today's competitive business world. The issue of work-life balance has been developed in response to demographic, economic and cultural changes. The purpose of this paper is to establish whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. The results of a number of studies reviewed in this paper show the outcomes and the benefits of implementing work life balance practices not only for employees themselves, but also for their families, organizations and society. Despite the fact that work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices

Susi and Jawaharrani (2010), A changing economy and an aging workforce can join together to create an employment environment where competent employees who are unhappy in their current situations are motivated to find a new place to "hang their hats." A highly engaged workforce is 50% more productive than an unengaged workforce. The majority of HR professionals (78%) feel employee engagement is important or extremely important to business success. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for engagement and affects retention. This paper will examine some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

According to **Satinder Singh (2013)**, the literature review on Work-life Balance has been framed up in view of its gained popularity with the major aim to have prosperity of society and the realization of fulfilling lives for its employees by supporting the growth of every employee and the further development of the companies. The literature identifies its effect on various quality life conditions i.e Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies. In this paper, an endeavour has been made to provide an overview of various aspects of Work-Life Balance through the review of existing literature. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc and has been reflected as references at the end.

According to **G.Nasl Saraji, and H.Dargahi** survey WLB is a comprehensive, department wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition by conducting descriptive and analytical study they showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers , their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying.

According to **Guna Seelan Rethinam, Maimunah** WLB is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life and he concluded as WLB from the perspective of IT professionals is challenging both to the individuals and organizations.

Cunningham, J.B. and T. Eberle, (1990) described that, the elements that are relevant to an individual's work life balance include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job.

Chan, C.H. and W.O. Einstein, (1990) pointed out WLB reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job.

European Foundation for the Improvement of Living Conditions (2002) described that the WLB is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation,

productivity, health, safety, job security, competence development and balance between work and non-work life.

Hackman and Oldhams (1980) highlight the constructs of WLB in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent WLB. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations.

Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good work life balance but work life balance (WLB) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases WLB of employees.

To overcome dissatisfaction and make the work interesting **Raduan Che Rose (2006)** says WLB programs will benefit both faculty and management, By mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs . The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance in WLB. Some of the elements that are relevant in determining an individual's work life balance would include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (**Che Rose, Beh, Uli and Idris, 2006**). A study conducted in Malaysia by **Che Rose et al (2006)** further concluded that the most important predictor of WLB is organizational climate, followed by career achievement, career satisfaction and career balance.

Carr et al in their **2003** study used Ostroff's (1993) taxonomy to organize dimensions labeled as workplace climate and then used meta-analytic techniques to test a path analytic model. The results suggest that there are 3 higher order facets of climate (affective, cognitive, and instrumental) that affected individual level outcomes of job performance, psychological well-being, and withdrawal through their impact on organizational commitment and job satisfaction.

Employees' source of stress and level of satisfaction regarding several aspect of work are also measured to get a better understanding of the overall WLB in the institution and although these aspects are not work life on their own, perception of quality of work life is often assessed using job satisfaction and organizational climate surveys **(Krueger, Brazil, Lohfeld, Edward, Lewis, Tjam, 2002)**. The negative consequences of occupational stress are recognized as major problems for both employees and organizations.

For employees, stress frequently contributes to the risk of accidents, burn-out and illnesses like coronary heart disease, hyper-tension and severe depression **(Sutherland & Cooper, 1988)** For organizations, stress-related problems result in low job satisfaction, poor quality of performance, increased absence from work and high turnover **(Montowidlo, Packard & Manning, 1986)**.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 TYPE OF RESEARCH

Research is, thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observations, comparison and experiment. In short, the search for knowledge through objective and systematic method of generalization and the formulation of a theory is also research. A term 'research' refers to the systematic method of consisting for enunciating the problem, formulating a hypothesis, collecting the facts or data. Analyzing the data, facts and reaching certain conclusions either in the form of solutions towards the concerned problems or in certain generalization for some theoretical formulation. These questions provide only two choices of answers. In fact, these questions do not provide much information to the problem. But these questions are quick and easy for the researchers to complete the tasks

3.2 RESEARCH APPROACH

Descriptive research design has been used because the data is collected from the employees of various organizations who were under maternity regarding their work life balance. Whether they are satisfied or they want any changes in quality of work life in the company. Therefore descriptive research was best suited.

3.3 SOURCES OF DATA

Primary data: It was collected through questionnaire (personally administered) by field survey. This questionnaire is made by me on work life balance, which is very simple and are of multiple types.

Secondary data: It is collected through literature collected from websites.

3.4 SAMPLING PLAN

Sampling Design: Convenient sampling method is adopted for data collection.

Sampling Frame: - IT sector in Chennai

Sampling Unit: - Employees of IT sector

Sample Size: - For this study sample of 150 Employees.

3.5 STATISTICAL TOOLS APPLIED

- ☐ Percentage analysis
- ☐ Rank Analysis
- ☐ Chi-Square Test
- ☐ Correlation and
- ☐ ANOVA

3.6 DATA COLLECTION INSTRUMENT

Questionnaire is used as a data collection instrument in this report. A questionnaire is simply a formalized schedule to obtain record specified and relevant information with tolerable accuracy and completeness.

3.7 LIMITATIONS OF THE STUDY

- ✓ The period of the current research is limited. Hence all the data would be limited to the stipulated period only.
- ✓ The study is limited to only to IT sector in Chennai. We cannot render exact information based on this survey.
- ✓ All data collected are generally limited by the method adopted. In the current research, the method of data collection being a questionnaire, data is limited to the extent of data generation available through this method. Findings of the study are based in assumption that respondents have given correct information.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

Based on the objective, a well-structured questionnaire was framed and this chapter clearly represents all the related data and their interpretations in a detailed form with statistically proven inferences.

4.1 PERCENTAGE ANALYSIS

TABLE 1: GENDER OF THE RESPONDENTS

Options	No.of Respondents	Percentage (%)
Male	91	61%
Female	59	39%
Total	150	100

INFERENCE: From the above table it is observed that 61% of the respondents are Male and 39% of the respondents are female.

CHART 1: GENDER OF THE RESPONDENTS

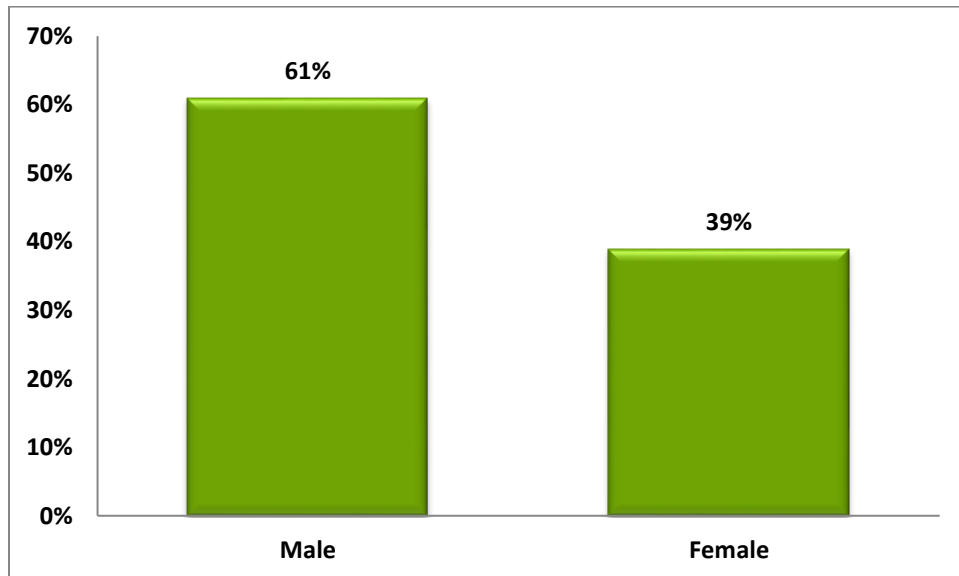


TABLE 2: AGE FACTOR OF THE RESPONDENTS

Options	No.of Respondents	Percentage (%)
20 – 25	18	12%
25 – 30	69	46%
30 - 35	49	33%
Above 35	14	9%
Total	150	100

INFERENCE: From the above table it can be inferred that 12% of the respondents belongs to 20-25 Age limit, 46% of the respondents belongs to 25-30 Age limit, 33% of the respondents belongs to 30-35 Age limit and the remaining 9% of the respondents belongs to above age 35.

CHART 2: AGE FACTOR OF THE RESPONDENTS

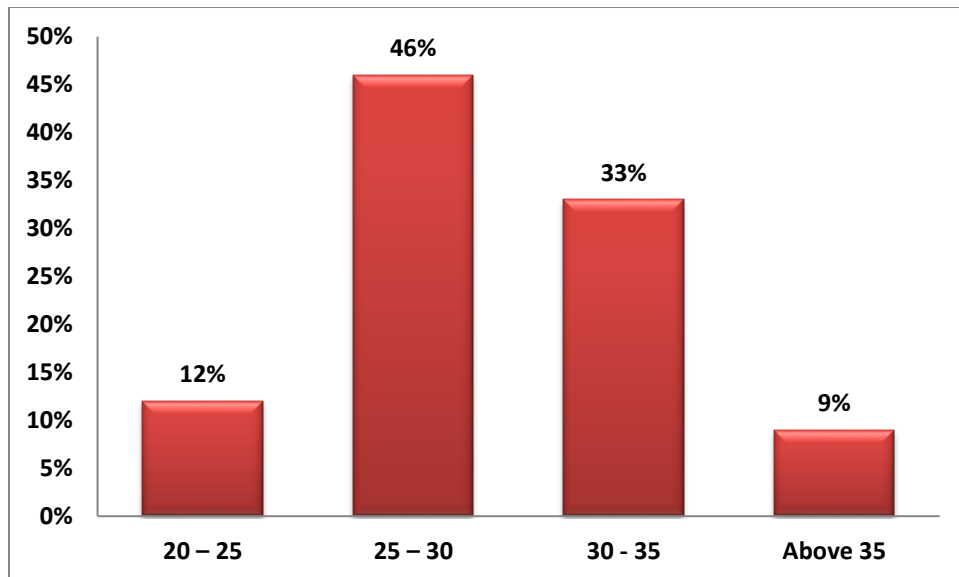


TABLE 3: MARITAL STATUS

Options	No.of Respondents	Percentage (%)
Married	76	51%
Single	74	49%
Total	150	100

INFERENCE: From the above table it can be seen that 51% of the respondents are married and 49% of the respondents are single.

CHART 3: MARITAL STATUS

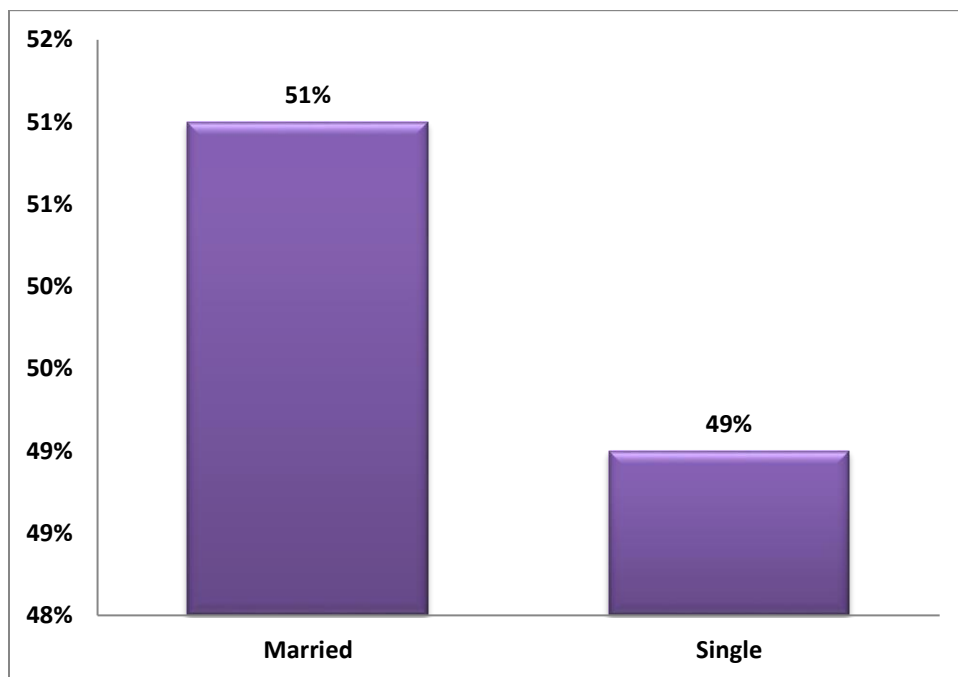
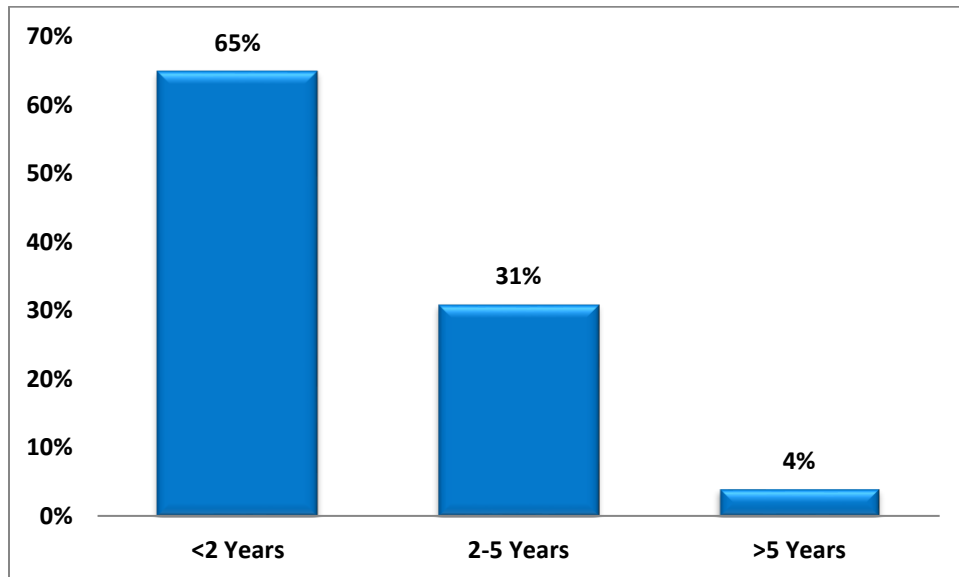


TABLE 4: EXPERIENCE IN IT SECTOR

Options	No.of Respondents	Percentage (%)
<2 Years	97	65%
2-5 Years	46	31%
>5 Years	7	4%
Total	150	100

INFERENCE: From the above table it is observed that 65% of the respondents have been in IT sector for less than 2 years, 31% of the respondents have been for 2-5 years and 4% of the respondents have been for more than 5 years in IT sector.

CHART 4: EXPERIENCE IN IT SECTOR



**TABLE 5: WORK LIFE BALANCE SHOULD BE PARTIALLY AN INDIVIDUAL AND
EMPLOYER’S RESPONSIBILITY**

Options	No.of Respondents	Percentage (%)
Strongly Agree	22	15%
Agree	84	56%
Neutral	34	23%
Disagree	7	4%
Strongly Disagree	3	2%
Total	150	100

INFERENCE: 15% of the respondents strongly agree that Work life balance should be partially an individual’s responsibility and partially an employer’s responsibility, 56% of them agreed this, 23% of the employees are neutral towards this statement and 4% of them disagree this and the rest 2% of the respondents strongly disagree with this

**CHART 5: WORK LIFE BALANCE SHOULD BE PARTIALLY AN INDIVIDUAL AND
EMPLOYER’S RESPONSIBILITY**

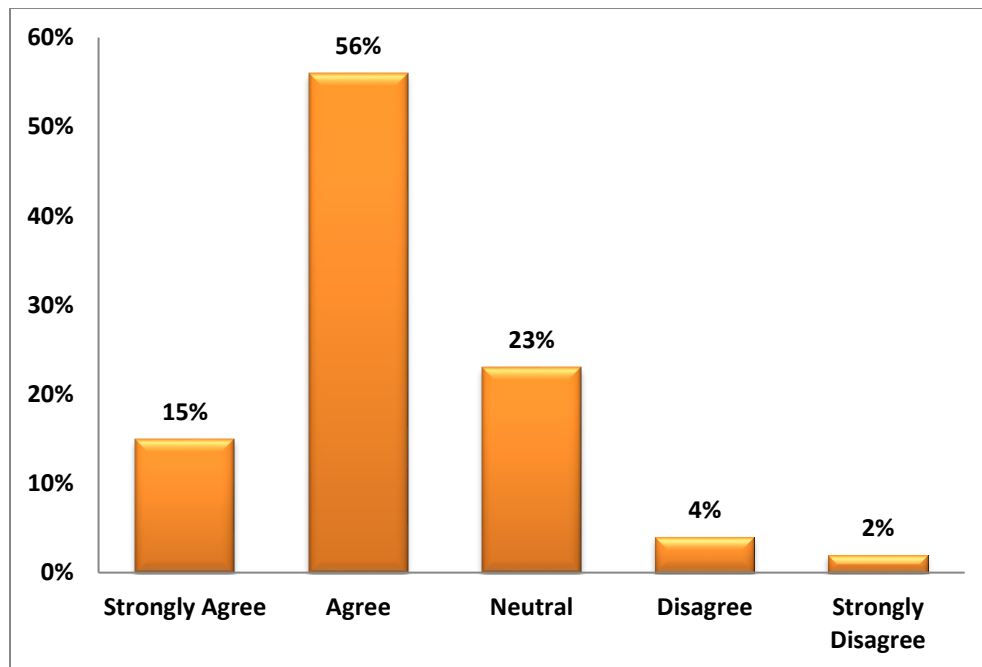
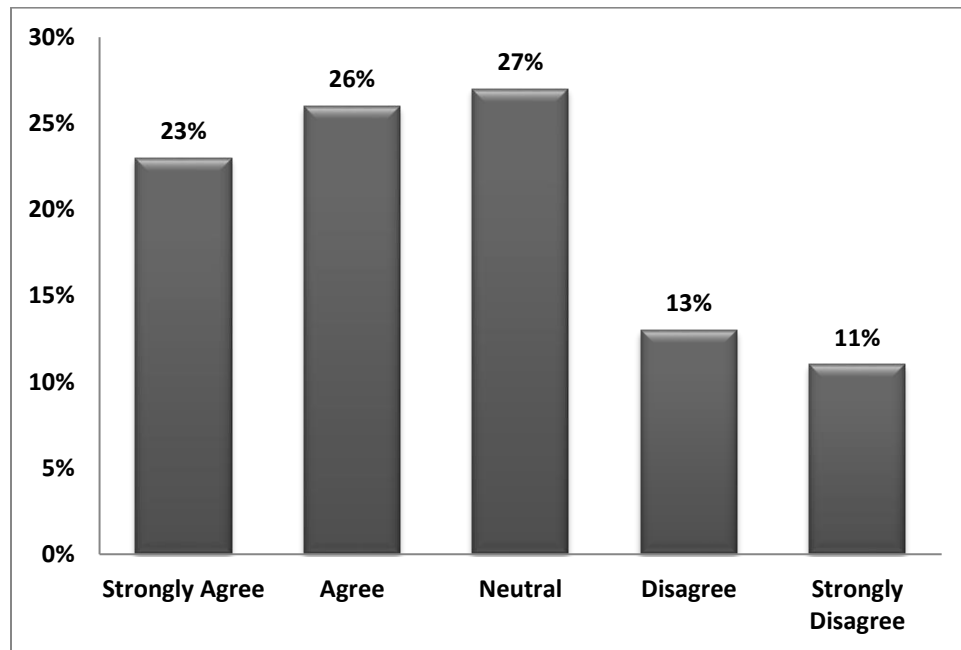


TABLE 6: ABILITY TO BALANCE WORK AND PERSONAL LIFE

Options	No.of Respondents	Percentage (%)
Strongly Agree	34	23%
Agree	39	26%
Neutral	41	27%
Disagree	20	13%
Strongly Disagree	16	11%
Total	150	100

INFERENCE: 23% of the respondents strongly agree that they have ability to balance their work and personal life, 26% of them agreed this, 27% of the employees are neutral towards this statement and 13% of them disagree this and the rest 11% of the respondents strongly disagree with this

CHART 6: ABILITY TO BALANCE WORK AND PERSONAL LIFE

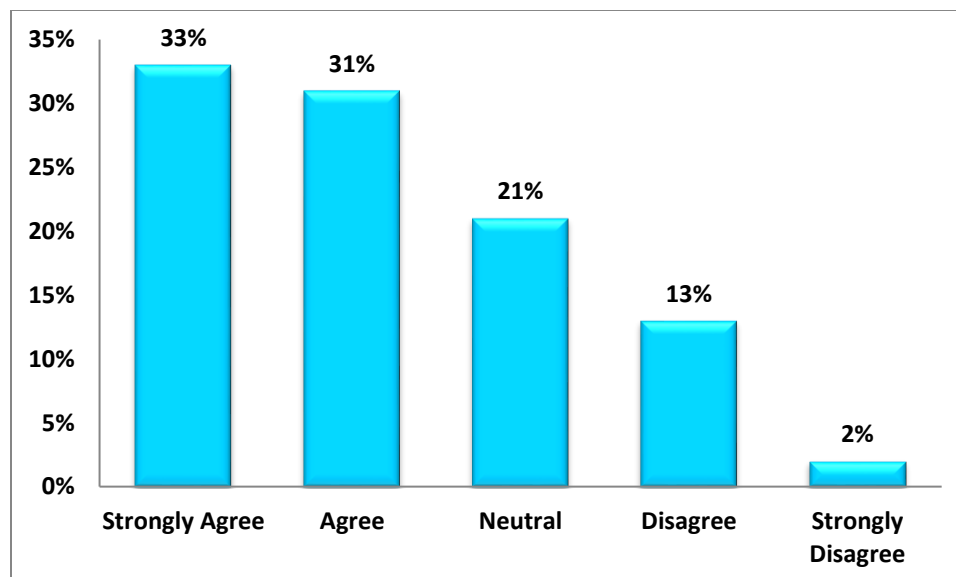


**TABLE 7: ORGANIZATION HAS POLICIES AND PRACTICES THAT ARE HELPFUL
IN BALANCING THE WORK AND PERSONAL LIFE**

Options	No.of Respondents	Percentage (%)
Strongly Agree	49	33%
Agree	46	31%
Neutral	32	21%
Disagree	20	13%
Strongly Disagree	3	2%
Total	150	100

INFERENCE: 33% of the respondents strongly agree that their organization have policies and Practices that are helpful in balancing the work and personal life, 31% of them agreed this, 21% of the employees are neutral towards this statement and 13% of them disagree this and the rest 2% of the respondents strongly disagree with this

**CHART 7: ORGANIZATION HAS POLICIES AND PRACTICES THAT ARE
HELPFUL IN BALANCING THE WORK AND PERSONAL LIFE**



**TABLE 8: UTILIZATION OF ORGANIZATIONAL POLICIES THAT ARE AIMING
TO BALANCE WORK AND PERSONAL LIFE**

Options	No.of Respondents	Percentage (%)
Strongly Agree	23	15%
Agree	49	33%
Neutral	32	21%
Disagree	27	18%
Strongly Disagree	19	13%
Total	150	100

INFERENCE: 15% of the respondents strongly agree that utilizing the Organizational policies that are aiming to balance work and personal life, 33% of them agreed this, 21% of the employees are neutral towards this statement and 18% of them disagree this and the rest 13% of the respondents strongly disagree with this

**CHART 8: UTILIZATION OF ORGANIZATIONAL POLICIES THAT ARE AIMING
TO BALANCE WORK AND PERSONAL LIFE**

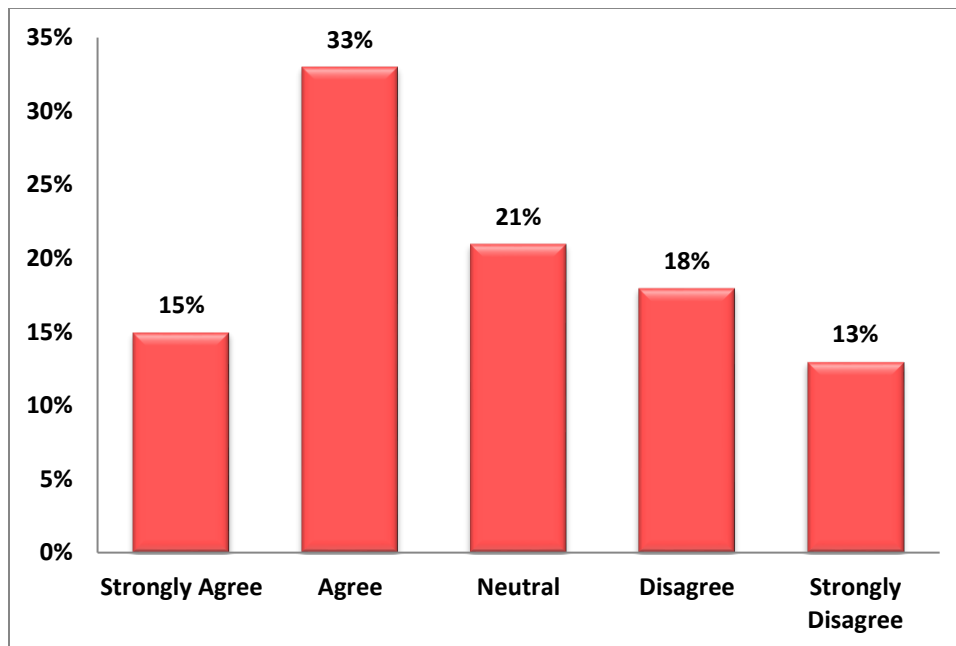


TABLE 9: ABILITY TO FULFILL FAMILY DUTIES

Options	No.of Respondents	Percentage (%)
Always	21	14%
Very Often	58	39%
Occasionally	65	43%
Rarely	6	4%
Total	150	100

INFERENCE: 14% of the respondents always fulfill their family duties, 39% of the respondents said very often, 43% said occasionally, 4% said rarely

CHART 9: ABILITY TO FULFILL FAMILY DUTIES

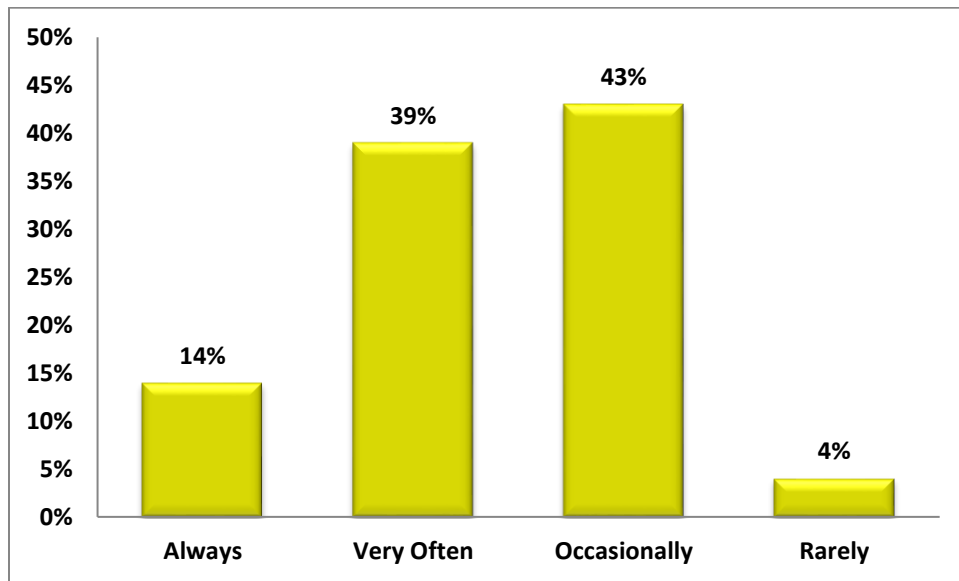


TABLE 10: SPENDING QUALITY TIME WITH FAMILY / FRIENDS

Options	No.of Respondents	Percentage (%)
Always	40	27%
Very Often	44	29%
Occasionally	58	39%
Rarely	8	5%
Total	150	100

INFERENCE: 27% of the respondents always spend quality time with their family/friends, 29% of the respondents said very often, 39% said occasionally, 5% said rarely

CHART 10: SPENDING QUALITY TIME WITH FAMILY / FRIENDS

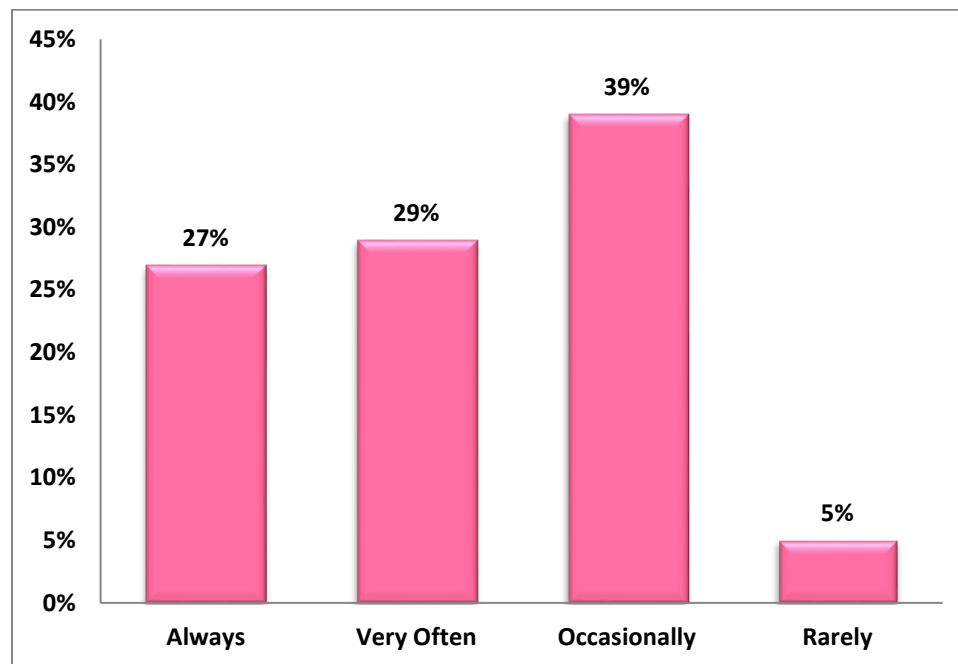


TABLE 11: GETTING TIME TO TAKE FAMILY ON VACATION

Options	No.of Respondents	Percentage (%)
Always	24	16%
Very Often	53	35%
Occasionally	65	44%
Rarely	8	5%
Total	150	100

INFERENCE: 16% of the respondents always get time to take their family on vacation, 35% of the respondents said very often, 44% said occasionally, 5% said rarely and the rest 2% said never

CHART 11: GETTING TIME TO TAKE FAMILY ON VACATION

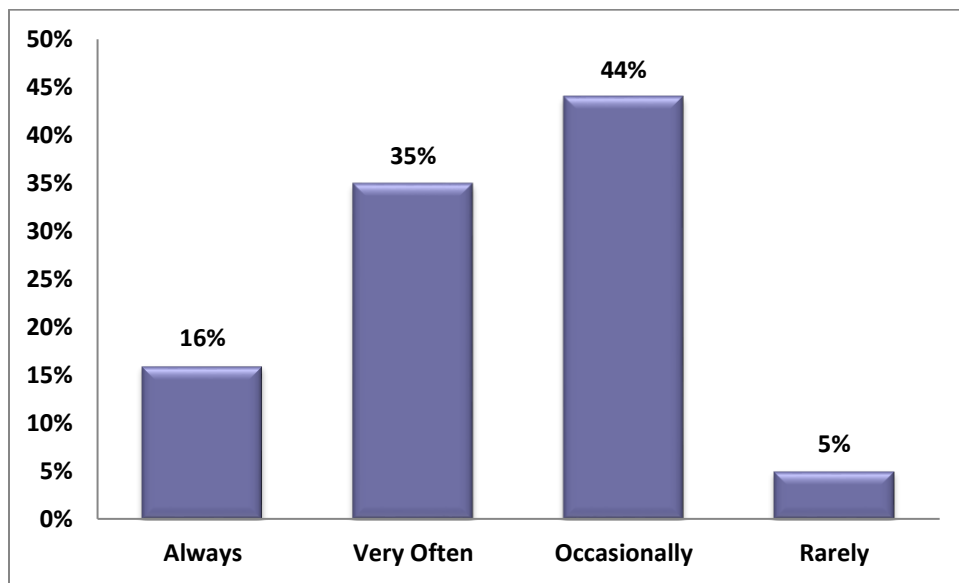


TABLE 12: FINDING TIME FOR THEMSELEVES

Options	No.of Respondents	Percentage (%)
Always	29	19%
Very Often	49	33%
Occasionally	66	44%
Rarely	6	4%
Total	150	100

INFERENCE: 19% of the respondents always find time for themselves, 33% of the respondents said very often, 44% said occasionally, 4% said rarely

CHART 12: FINDING TIME FOR THEMSELEVES

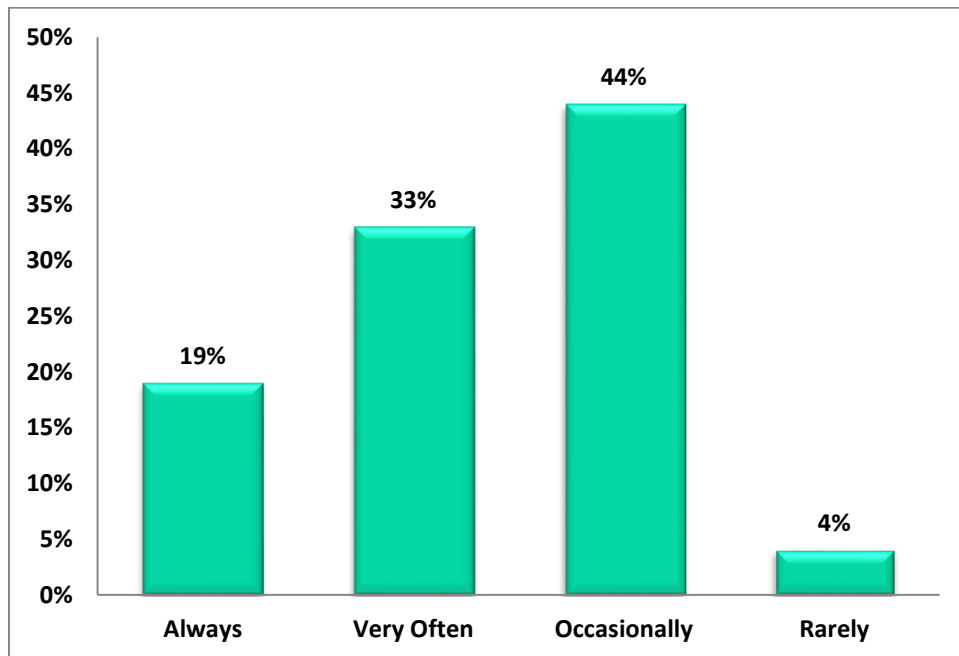


TABLE 13: CELL PHONE INTERRUPTIONS IN PERSONAL TIME

Options	No.of Respondents	Percentage (%)
Affects Strongly	25	17%
Affects	57	38%
Neutral	60	40%
Does not affect at all	8	5%
Total	150	100

INFERENCE: 17% of the respondents said Cell phone interruptions in personal life affects strongly, 38% said it affects, 40% said it is neutral and 5% said it does not affect at all.

CHART 13: CELL PHONE INTERRUPTIONS IN PERSONAL TIME

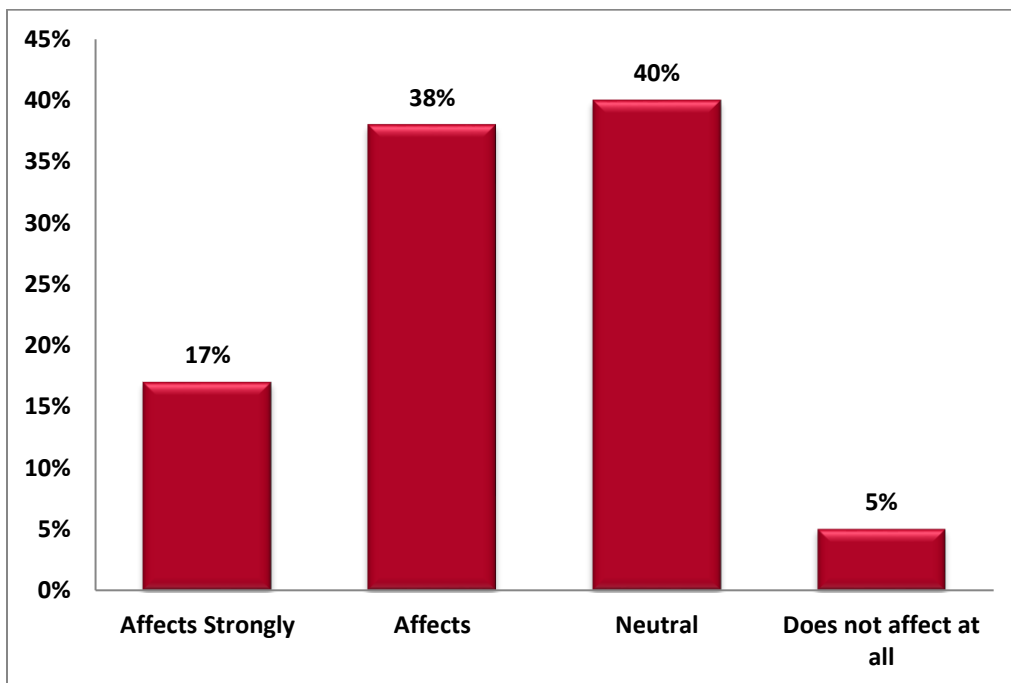


TABLE 14: TRANSFER/DEPUTATIONS

Options	No.of Respondents	Percentage (%)
Affects Strongly	32	21%
Affects	64	43%
Neutral	45	30%
Does not affect at all	9	6%
Total	150	100

INFERENCE: 21% of the respondents said Transfer/deputations affect personal life strongly, 43% said it affects, 30% said it is neutral and 6% said it does not affect at all.

CHART 14: TRANSFER/DEPUTATIONS

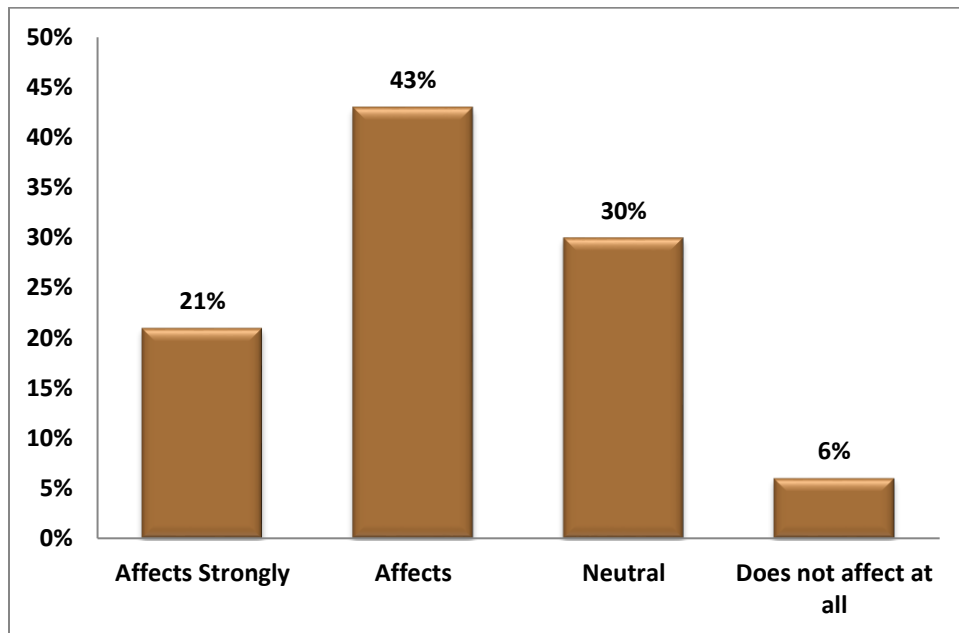


TABLE 15: LONG WORKING HOURS

Options	No.of Respondents	Percentage (%)
Affects Strongly	39	26%
Affects	41	27%
Neutral	62	42%
Does not affect at all	8	5%
Total	150	100

INFERENCE: 26% of the respondents Long working hours with the peer group affects personal time strongly, 27% said it affects, 42% said it is neutral and 5% said it does not affect at all.

CHART 15: LONG WORKING HOURS

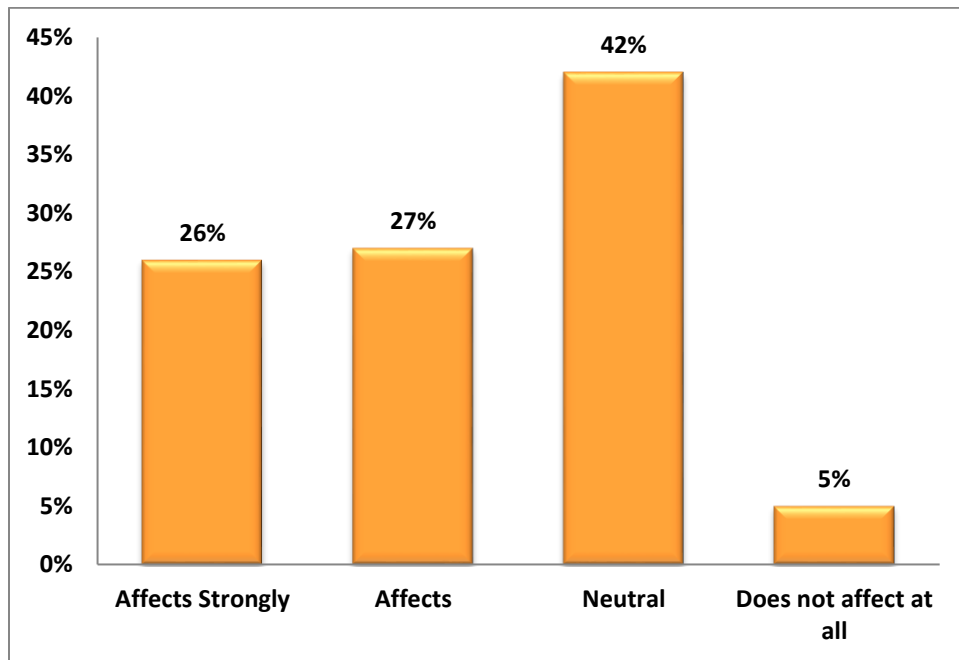


TABLE 16: NATURE OF RELATION WITH THE PEER GROUP

Options	No.of Respondents	Percentage (%)
Affects Strongly	59	39%
Affects	39	26%
Neutral	36	24%
Does not affect at all	16	11%
Total	150	100

INFERENCE: 39% of the respondents' nature of relation with the peer group strongly affects their personal life, 26% said it affects, 24% said it is neutral and 11% said it does not affect at all.

CHART 16: NATURE OF RELATION WITH THE PEER GROUP

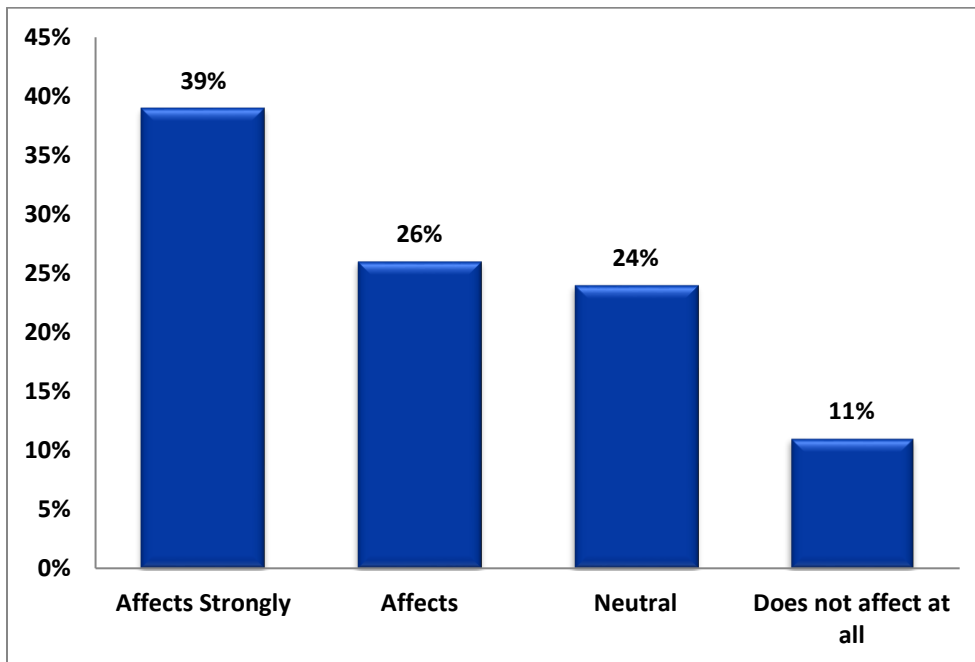


TABLE 17: NATURE OF RELATION WITH THE SUPERIORS

Options	No.of Respondents	Percentage (%)
Affects Strongly	38	25%
Affects	45	30%
Neutral	60	40%
Does not affect at all	7	5%
Total	150	100

INFERENCE: 25% of the respondents said nature of relation with the superiors is the strongly affect their personal life, 30% said it affects, 40% said it is neutral and 5% said it does not affect at all.

CHART 17: NATURE OF RELATION WITH THE SUPERIORS

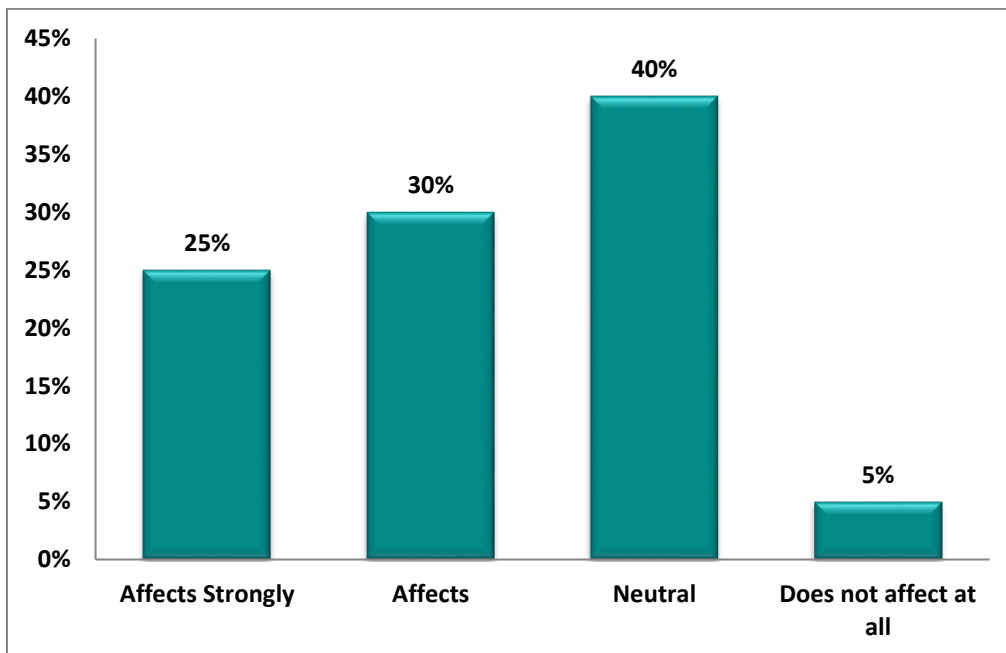
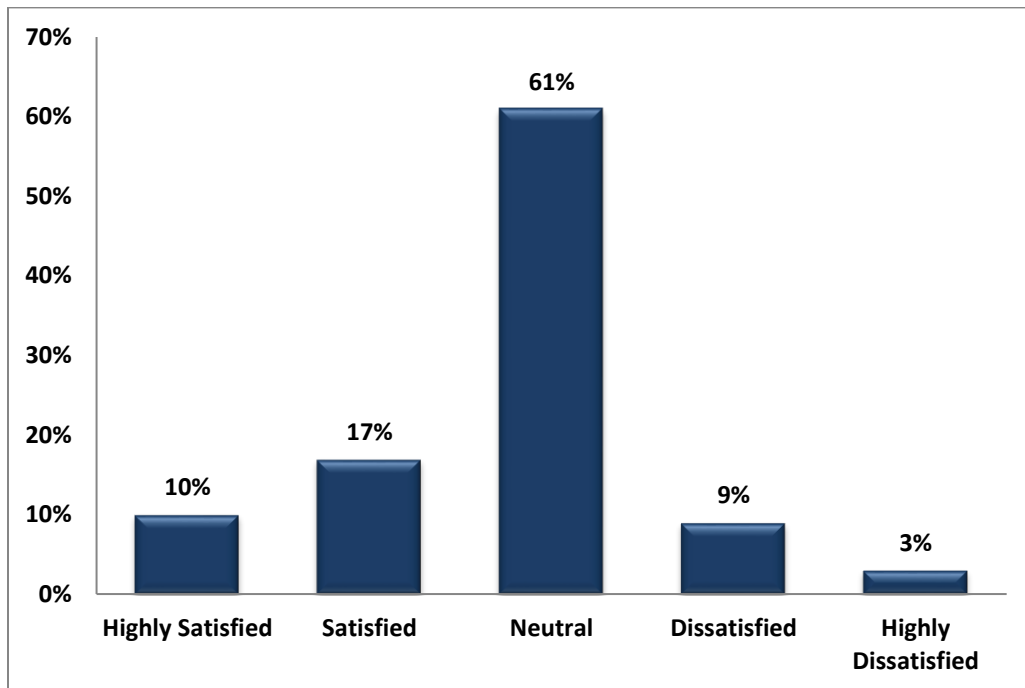


TABLE 18: SATISFACTION WITH THE CURRENT JOB

Options	No.of Respondents	Percentage (%)
Highly Satisfied	15	10%
Satisfied	26	17%
Neutral	91	61%
Dissatisfied	14	9%
Highly Dissatisfied	4	3%
Total	150	100

INFERENCE: 10% of the respondents are highly satisfied with their current job, 17% of them are satisfied, 61% of them are moderately satisfied, 9% of them are dissatisfied and the rest 3% of them are highly dissatisfied

CHART 18: SATISFACTION WITH THE CURRENT JOB



**TABLE 19: MAKING TIME TO VISIT YOUR FRIENDS, RELATIVES, SIBLINGS,
PARENTS ON HOLIDAYS**

Options	No.of Respondents	Percentage (%)
Strongly Agree	51	34%
Agree	44	29%
Neutral	34	23%
Disagree	21	14%
Strongly Disagree	0	0%
Total	150	100

INFERENCE: 34% of the respondents strongly agree that they spend holidays by meeting their friends, siblings and parents, 29% of them agree with this, 23% of the employees are neutral towards this statement and 14% of them disagree with this

**CHART 19: MAKING TIME TO VISIT YOUR FRIENDS, RELATIVES, SIBLINGS,
PARENT ON HOLIDAYS**

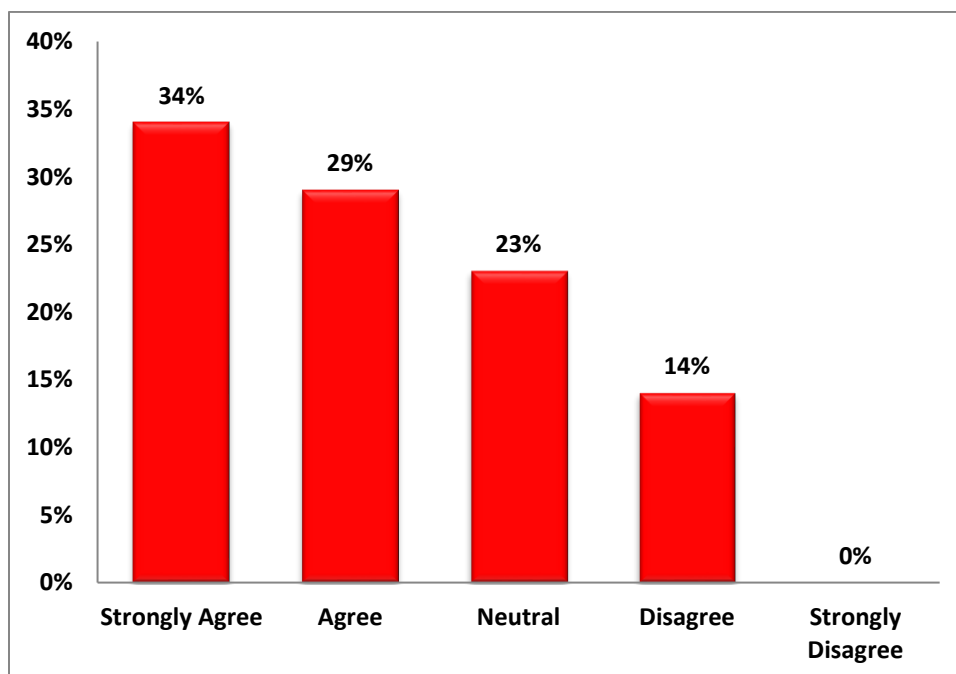


TABLE 20: ABLITY TO ADJUST WITH WORKING PATTERNS

Options	No.of Respondents	Percentage (%)
Strongly Agree	31	21%
Agree	48	32%
Neutral	57	38%
Disagree	12	8%
Strongly Disagree	2	1%
Total	150	100

INFERENCE: 21% of the respondents strongly agree that they are able to adjust with their working patterns to allow themselves to combine work with other responsibilities, 32% of them agree with this, 38% of the employees are neutral towards this statement and 8% of them disagree with this and rest 1% strongly disagree with this

CHART 20: ABLITY TO ADJUST WITH WORKING PATTERNS

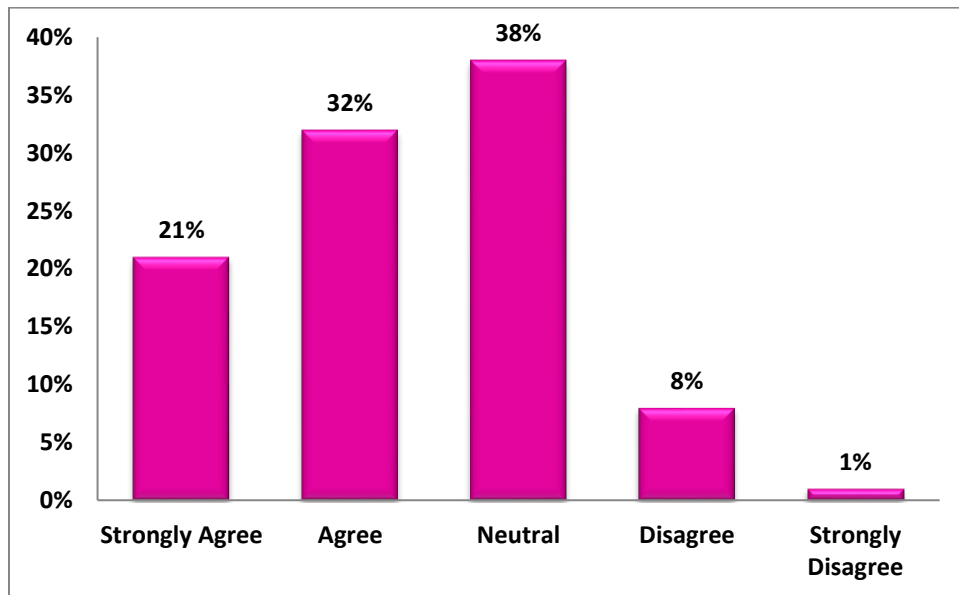


TABLE 21: COMPANY’S ENCOURAGEMENT IN TRAINING PROCESSES TO HELP EMPLOYEES BECOME MORE EFFECTIVE AT WORK

Options	No.of Respondents	Percentage (%)
Strongly Agree	49	33%
Agree	38	25%
Neutral	30	20%
Disagree	32	21%
Strongly Disagree	1	1%
Total	150	100

INFERENCE: 33% of the respondents strongly agree that company encourage in training processes to help employees become more effective at work, 25% of them agree with this, 20% of the employees are neutral towards this statement and 21% of them disagree with this and rest 1% strongly disagree with this

CHART 21: COMPANY’S ENCOURAGEMENT IN TRAINING PROCESSES TO HELP EMPLOYEES BECOME MORE EFFECTIVE AT WORK

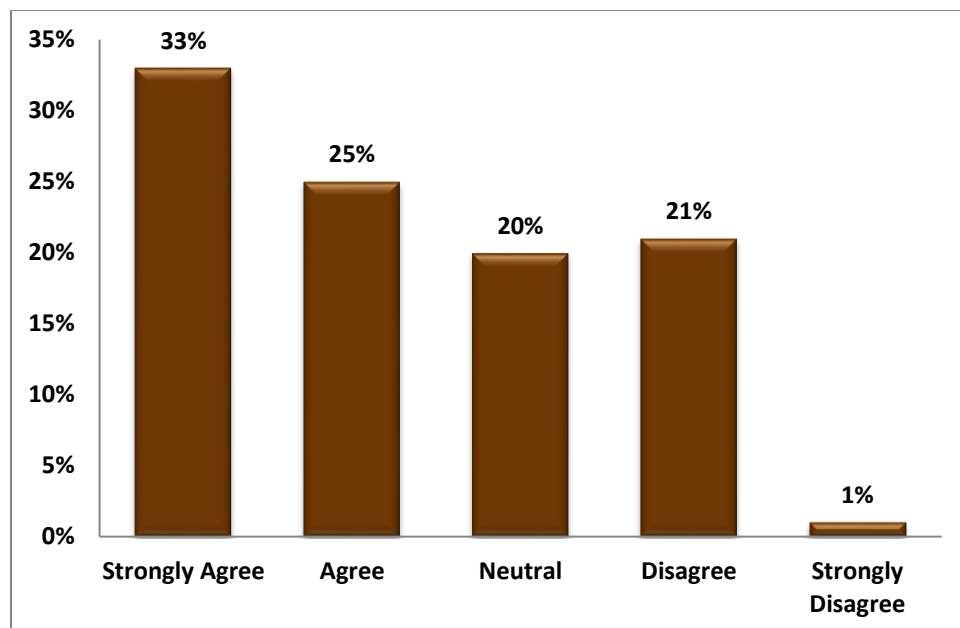


TABLE 22: RIGID WORK HOURS IN ENVIRONMENT

Options	No.of Respondents	Percentage (%)
Strongly Agree	87	58%
Agree	36	24%
Neutral	21	14%
Disagree	5	3%
Strongly Disagree	1	1%
Total	150	100

INFERENCE: 58% of the respondents strongly agree that their work environment consists of rigid work hours, 24% of them agree with this, 14% of the employees are neutral towards this statement and 3% of them disagree with this and rest 1% strongly disagree with this

CHART 22: RIGID WORK HOURS IN ENVIRONMENT

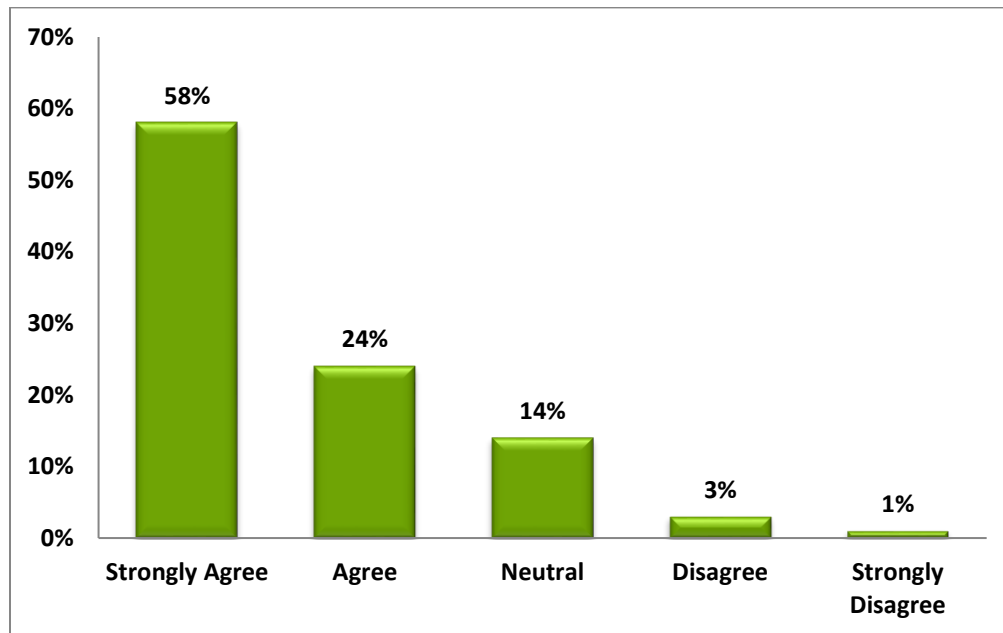


TABLE 23: EXTENSIVE TRAVEL AT WORK

Options	No.of Respondents	Percentage (%)
Strongly Agree	42	28%
Agree	45	30%
Neutral	33	22%
Disagree	29	19%
Strongly Disagree	1	1%
Total	150	100

INFERENCE: 28% of the respondents strongly agree that their work makes them to travel extensively, 30% of them agree with this, 22% of the employees are neutral towards this statement and 19% of them disagree with this and rest 1% strongly disagree with this

TABLE 23: EXTENSIVE TRAVEL AT WORK

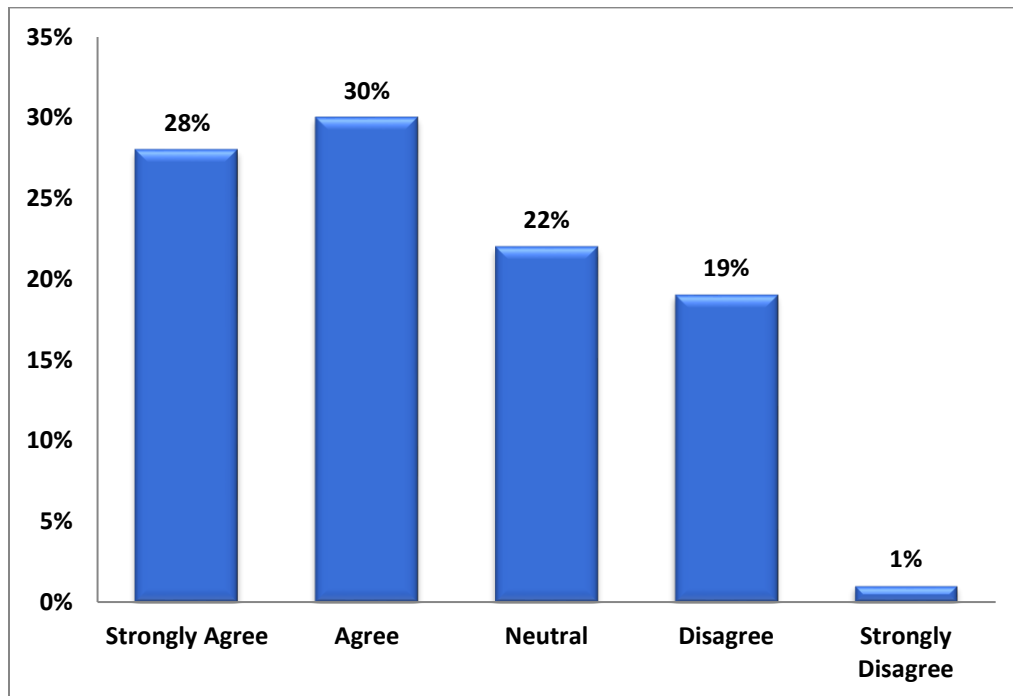


TABLE 24: WORK OVERLOADED

Options	No.of Respondents	Percentage (%)
Strongly Agree	29	19%
Agree	55	37%
Neutral	57	38%
Disagree	7	5%
Strongly Disagree	2	1%
Total	150	100

INFERENCE: 19% of the respondents strongly agree that they feel they are overloaded work makes them to travel extensively, 37% of them agree with this, 38% of the employees are neutral towards this statement and 5% of them disagree with this and rest 1% strongly disagree with this

TABLE 24: WORK OVERLOADED

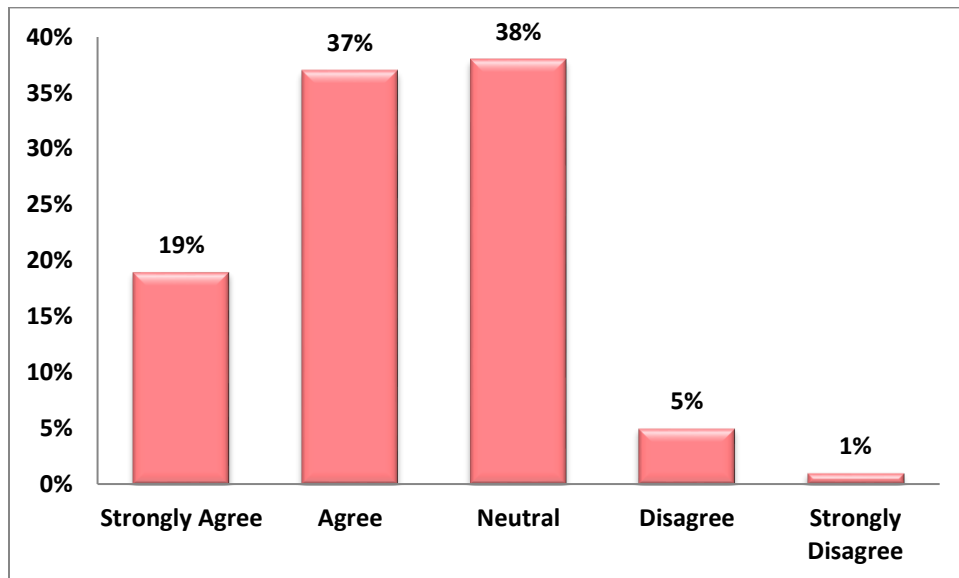


TABLE 25: FORMS OF JOB STRESS

Options	No.of Respondents	Percentage (%)
Strongly Agree	31	21%
Agree	38	25%
Neutral	67	45%
Disagree	12	8%
Strongly Disagree	2	1%
Total	150	100

INFERENCE: 21% of the respondents strongly agree that they face various forms of stress, 25% of them agree with this, 45% of the employees are neutral towards this statement and 8% of them disagree with this and rest 1% strongly disagree with this

CHART 25: FORMS OF JOB STRESS

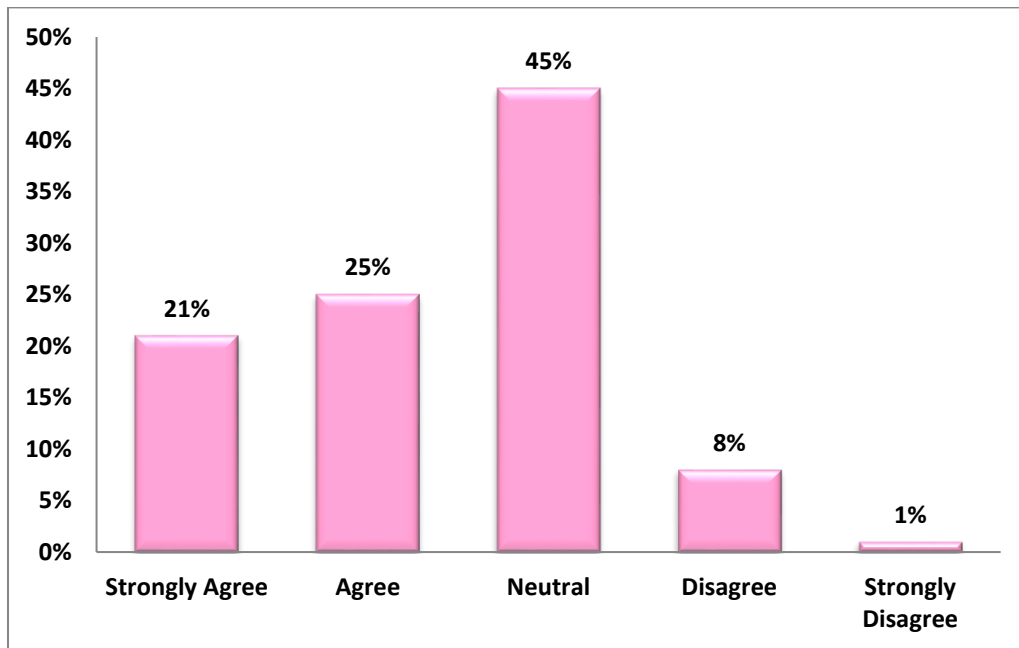


TABLE 26: AMICABLE RELATIONSHIP BETWEEN MANAGEMENT AND STAFF

Options	No.of Respondents	Percentage (%)
Very Good	26	17%
Good	57	38%
Neutral	57	38%
Poor	6	4%
No Comments	4	3%
Total	150	100

INFERENCE: 17% of the respondents said the amicable relationship in the work place is very good, 38% of them said it is good, 38% said normal, 4% said poor and the rest 3% said no comments

CHART 26: AMICABLE RELATIONSHIP BETWEEN MANAGEMENT AND STAFF

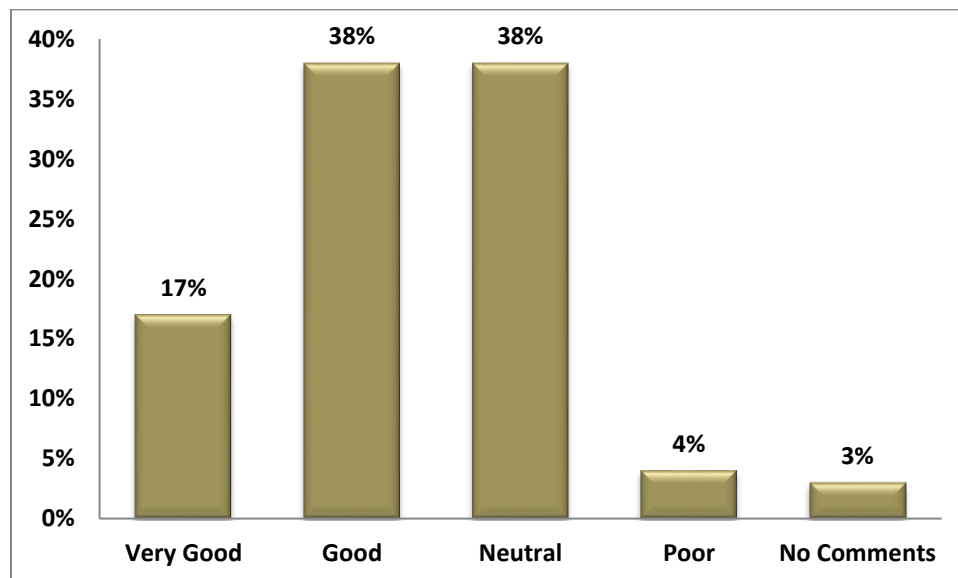


TABLE 27: TASKS THAT REQUIRE INTERACTION WITHIN DEPARTMENT AND STAFF

Options	No.of Respondents	Percentage (%)
Very Good	16	11%
Good	49	33%
Neutral	68	45%
Poor	14	9%
No Comments	3	2%
Total	150	100

INFERENCE: 11% of the respondents said the interactive tasks in the work place is very good, 33% of them said it is good, 45% said normal, 9% said poor and the rest 2% said no comments

CHART 27: TASKS THAT REQUIRE INTERACTION WITHIN DEPARTMENT AND STAFF

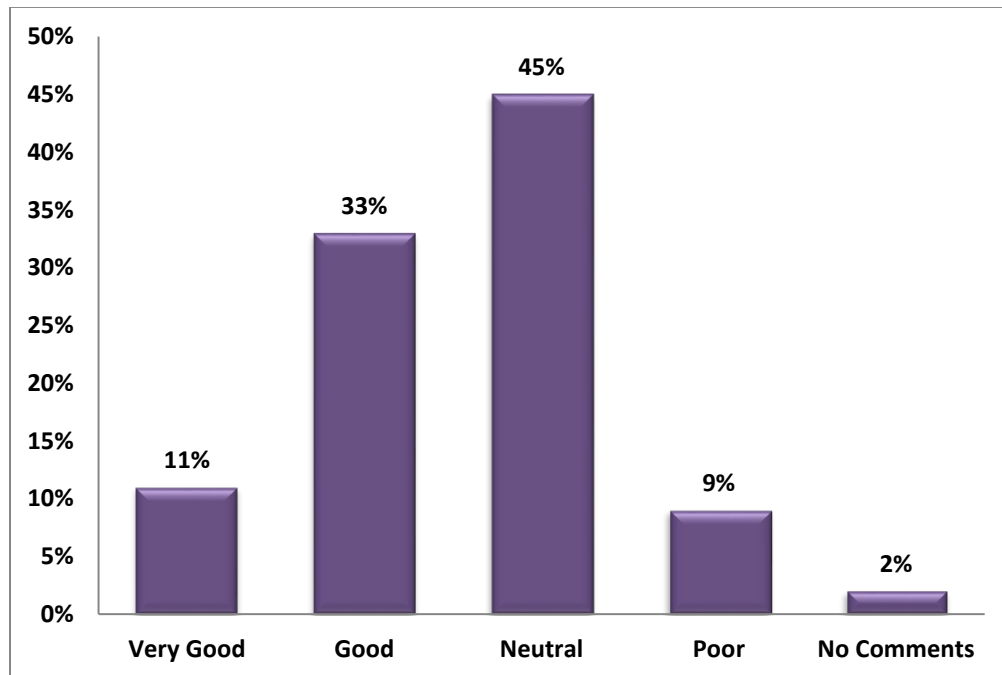


TABLE 28: CORDIAL RELATIONSHIP WITH SUPERIORS

Options	No.of Respondents	Percentage (%)
Very Good	17	11%
Good	69	46%
Neutral	59	39%
Poor	4	3%
No Comments	1	1%
Total	150	100

INFERENCE: 11% of the respondents said the cordial relationship in the work place is very good, 46% of them said it is good, 39% said normal, 3% said poor and the rest 1% said no comments

CHART 28: CORDIAL RELATIONSHIP WITH SUPERIORS

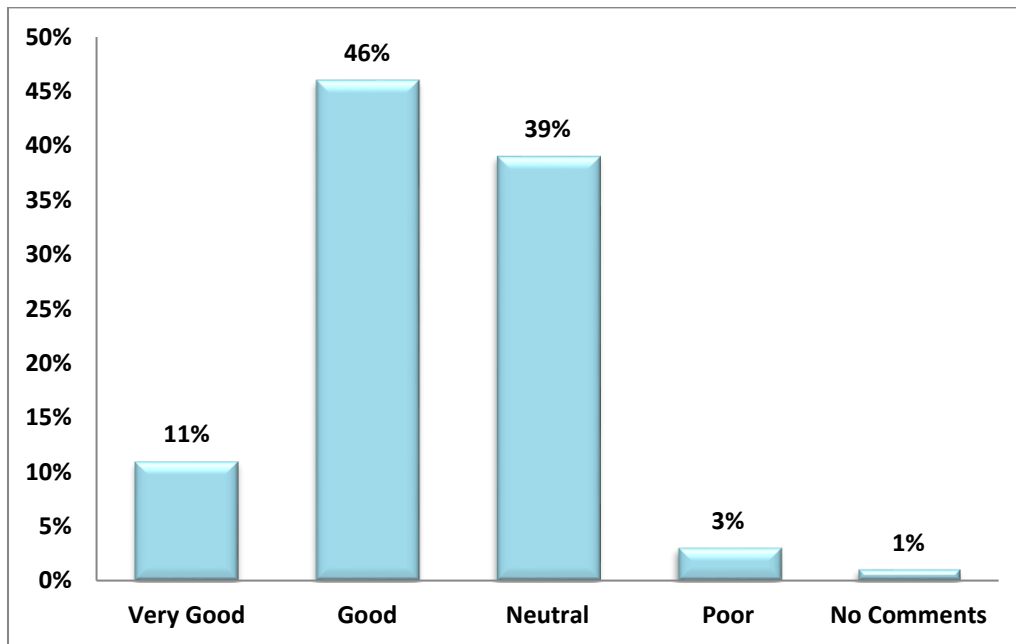


TABLE 29: FREQUENT MEETINGS/INTERACTION WITH PEERS

Options	No.of Respondents	Percentage (%)
Very Good	22	15%
Good	52	34%
Neutral	69	46%
Poor	4	3%
No Comments	3	2%
Total	150	100

INFERENCE: 15% of the respondents said the frequent meetings in the work place is very good, 34% of them said it is good, 46% said normal, 3% said poor and the rest 2% said no comments

CHART 29: FREQUENT MEETINGS/INTERACTION WITH PEERS

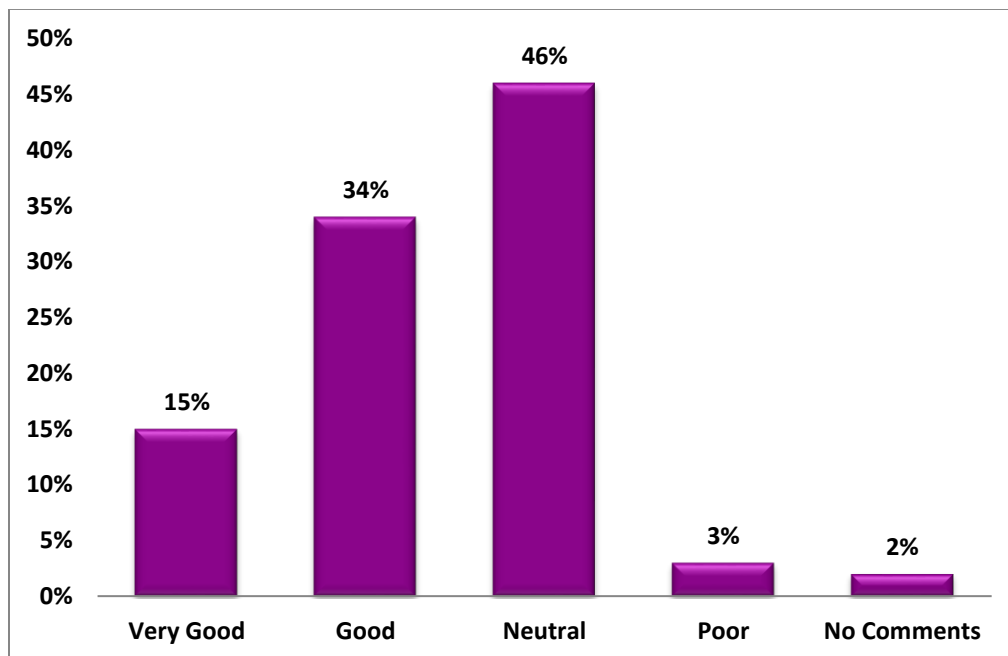


TABLE 30: NO TIME TO RELAX BECAUSE OF NO JOB SHARING

Options	No.of Respondents	Percentage (%)
Always	38	25%
Very Often	43	29%
Occasionally	52	35%
Rarely	9	6%
Never	8	5%
Total	150	100

INFERENCE: 25% of the respondents always said they don't have time to relax because of no job sharing, 29% of the respondents said very often, 35% said occasionally, 6% said rarely and the rest 5% said never

CHART 30: NO TIME TO RELAX BECAUSE OF NO JOB SHARING

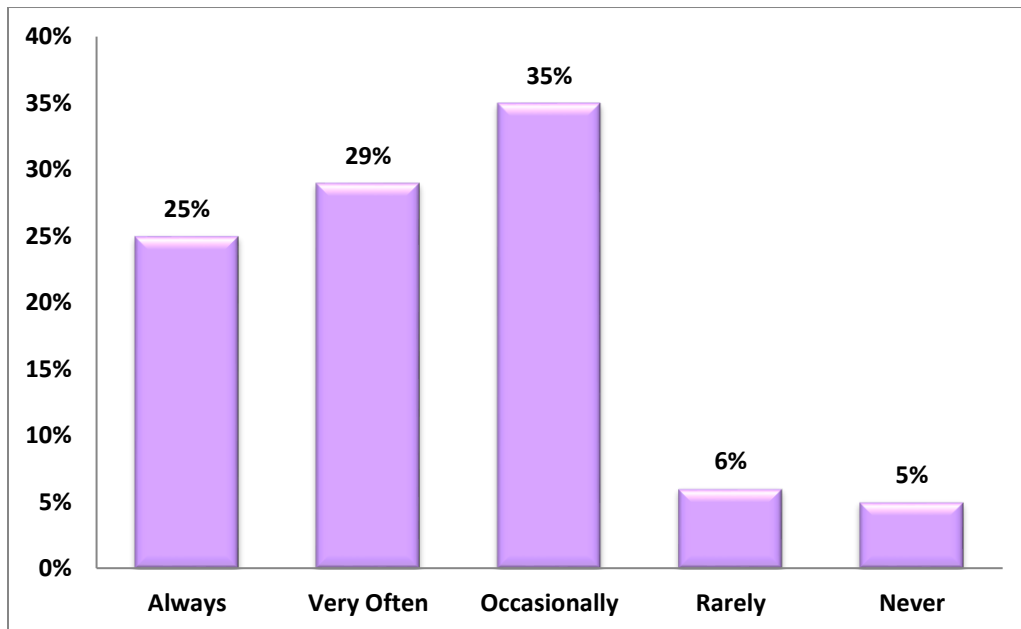


TABLE 31:FEELING RESTLESS & UNABLE TO CONCENTRATE

Options	No.of Respondents	Percentage (%)
Always	27	18%
Very Often	39	26%
Occasionally	74	49%
Rarely	7	5%
Never	3	2%
Total	150	100

INFERENCE: 18% of the respondents said they always feel restless & unable to concentrate, 26% of the respondents said very often, 49% said occasionally, 5% said rarely and the rest 2% said never

CHART 31: FEELING RESTLESS & UNABLE TO CONCENTRATE

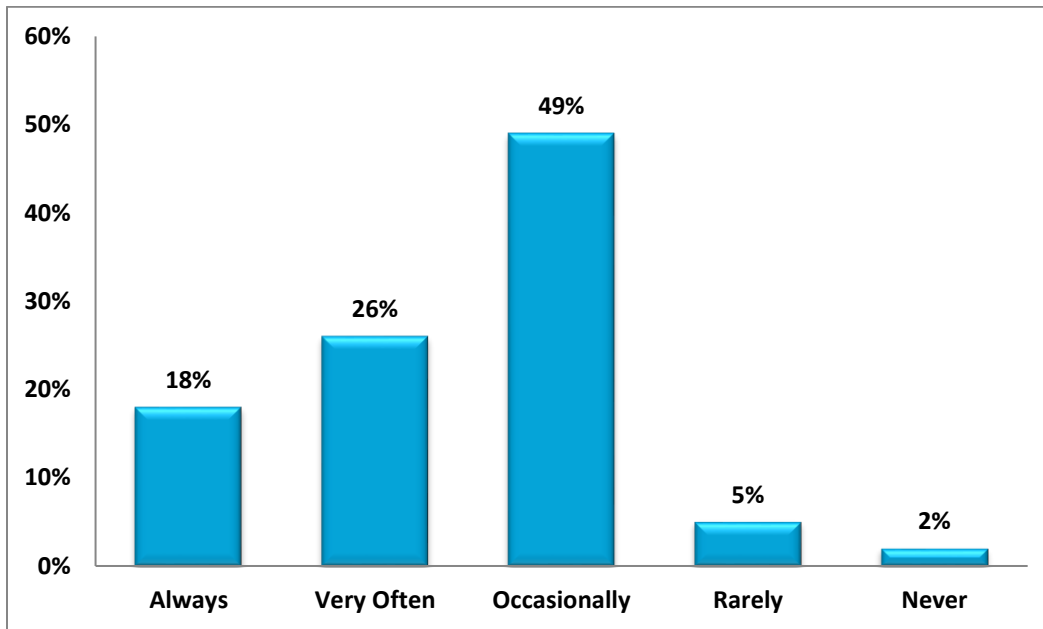
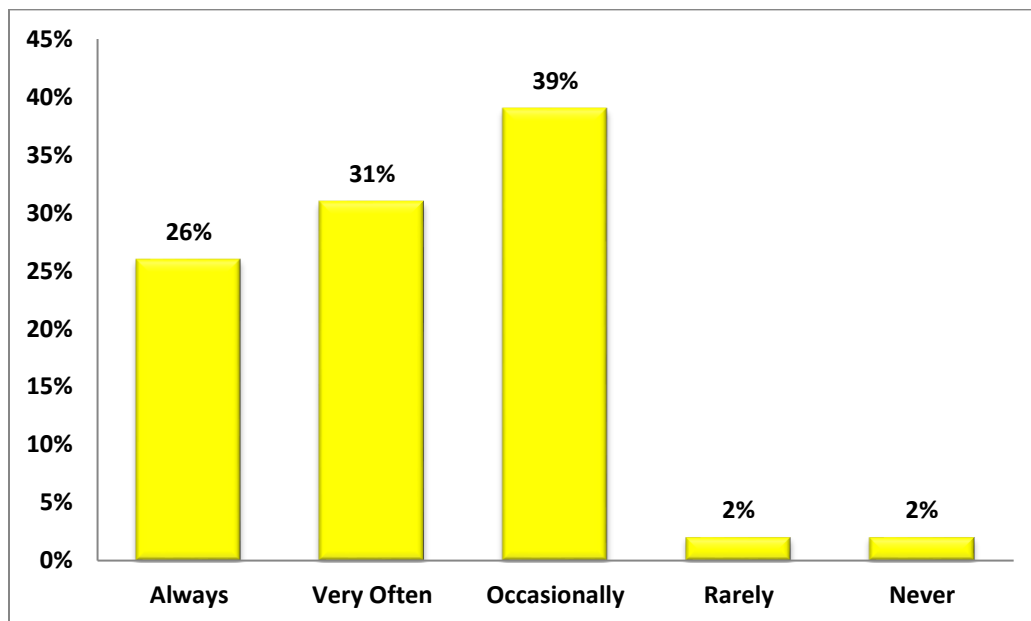


TABLE 32: FEELING TIRED, LOW ENERGY EXCESSIVE FATIGUE

Options	No.of Respondents	Percentage (%)
Always	39	26%
Very Often	47	31%
Occasionally	58	39%
Rarely	3	2%
Never	3	2%
Total	150	100

INFERENCE: 26% of the respondents said they always feel tired, low energy excessive fatigue, 31% of the respondents said very often, 39% said occasionally, 2% said rarely and the rest 2% said never

CHART 32: FEELING TIRED, LOW ENERGY EXCESSIVE FATIGUE



4.2 RANK ANALYSIS

Factor that help to maintain current work life balance in the organization

GROWTH FACTOR	1	2	3	4	5	Total
Productivity	26	36	68	12	8	150
Performance level	31	32	68	17	2	150
Positive referrals by current employees	25	28	54	35	8	150
Retaining talented resources	43	22	72	8	5	150

Ranking

1 = 5

2 = 4

3 = 3

4 = 2

5 = 1

CALCULATION:

1. Productivity:-

$$(26*5) + (36*4) + (68*3) + (12*2) + (8*1)$$

$$= 510$$

2. Performance level:-

$$(31*5) + (32*4) + (68*3) + (17*2) + (2*1)$$

$$= 523$$

3. Positive referrals by current employees:-

$$(25*5) + (28*4) + (54*3) + (35*2) + (8*1)$$

$$= 477$$

4. Retaining talented resources:-

$$(43*5) + (22*4) + (72*3) + (8*2) + (5*1)$$

$$= 540$$

Ranking Table

GROWTH FACTOR	Value	Rank
Productivity	510	III
Performance level	523	II
Positive referrals by current employees	477	IV
Retaining talented resources	540	I

INFERENCE: Retaining talented resources gains rank 1 among the Work life enhancement factor that is helpful for the organization.

4.3: CHI SQUARE ANALYSIS

GENDER OF THE RESPONDENTS

Vs

ABILITY TO BALANCE WORK AND PERSONAL LIFE

H₀ (Null hypothesis) = There is no significant difference between gender of the respondents and their ability to balance work and personal life

H₁ (Alternate hypothesis) = There is significant difference between gender of the respondents and their ability to balance work and personal life

		Balance					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Male	Count	21	24	25	12	9	91
	Expected Count	20.63	23.66	24.87	12.13	9.71	91
Female	Count	13	15	16	8	7	59
	Expected Count	13.37	15.34	16.13	7.87	6.29	59
Total	Count	34	39	41	20	16	150
	Expected Count	34	39	41	20	16	150

O	E	O-E	(O-E) ²	(O-E) ² / E
21	20.63	0.37	0.14	0.01
13	13.37	-0.37	0.14	0.01
24	23.66	0.34	0.12	0.00
15	15.34	-0.34	0.12	0.01
25	24.87	0.13	0.02	0.00
16	16.13	-0.13	0.02	0.00
12	12.13	-0.13	0.02	0.00
8	7.87	0.13	0.02	0.00
9	9.71	-0.71	0.50	0.05
7	6.29	0.71	0.50	0.08

$$\sum [(O-E)^2 / E] = 0.17$$

FORMULA:

$$\text{CHI SQUARE} = \sum [(O-E)^2 / E]$$

O – Observed frequency

E – Expected frequency

(O – E) = Difference between observed frequency and expected frequency.

(O – E) = Square of the difference

*Where Expected count = Corresponding row total * corresponding column total / Grand Total*

*Where df = (Number of Row – 1) * (Number of Column – 1)*

Degree of Freedom = 4

At 5% level of significance the table value is 9.488

Calculated value = 0.17

Table value > calculated value

H₀ is accepted.

INFERENCE:

Null hypothesis is accepted. Hence there is no dependency between gender of the respondents and their ability to balance work and personal life

4.4 ONE WAY ANOVA TEST

Hypothesis set between age of the respondents & their opinion on the amicable relationship between management and staff

Null Hypothesis:

Ho = There is no statistically significant relationship between age of the respondents and their opinion on the amicable relationship between management and staff

Alternate Hypothesis:

H₁ = There is a statistically significant relationship between age of the respondents and their opinion on the amicable relationship between management and staff

Descriptives								
Amicable								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20 – 25 Years	18	2.11	.832	.196	1.70	2.53	1	4
25 – 30 Years	69	2.20	.979	.118	1.97	2.44	1	5
30 - 35 years	49	2.71	.736	.105	2.50	2.93	1	5
Above 35 years	14	2.29	.914	.244	1.76	2.81	1	4
Total	150	2.37	.908	.074	2.22	2.51	1	5

ANOVA					
Amicable					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.039	3	3.013	3.866	.011
Within Groups	113.794	146	.779		
Total	122.833	149			

INFERENCE: This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.011 ($p = .011$), which is less than 0.05, therefore, there is a statistically significant relationship between age of the respondents and their opinion on the amicable relationship between management and staff

4.5: CORRELATION CO-EFFICIENT

A Pearson product-moment correlation was run to determine the relationship between experiences of the respondents in IT sector Vs rigid working hours at IT sector

Correlations			
		Experience	Work environment
Experience	Pearson Correlation	1	.001
	Sig. (2-tailed)		1.000
	N	150	150
Work environment	Pearson Correlation	.001	1
	Sig. (2-tailed)	1.000	
	N	150	150

INFERENCE: The data showed no violation of normality, linearity or homoscedasticity. There was a positive correlation between experiences of the respondents in IT sector and rigid working hours at the work environment, which was statistically significant ($r = 0.001$; $n = 150$, $p = 1$). The Pearson correlation coefficient, r , is 0.001 and that is statistically significant

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- ✎ 61% of the respondents are Male and 39% of the respondents are female.
- ✎ 12% of the respondents belongs to 20-25 Age limit, 46% of the respondents belongs to 25-30 Age limit, 33% of the respondents belongs to 30-35 Age limit and the remaining 9% of the respondents belongs to above age 35.
- ✎ 51% of the respondents are married and 49% of the respondents are single.
- ✎ 65% of the respondents have been in IT sector for less than 2 years, 31% of the respondents have been for 2-5 years and 4% of the respondents have been for more than 5 years in IT sector.
- ✎ 15% of the respondents strongly agree that Work life balance should be partially an individual's responsibility and partially an employer's responsibility, 56% of them agreed this, 23% of the employees are neutral towards this statement and 4% of them disagree this and the rest 2% of the respondents strongly disagree with this
- ✎ 23% of the respondents strongly agree that they have ability to balance their work and personal life, 26% of them agreed this, 27% of the employees are neutral towards this statement and 13% of them disagree this and the rest 11% of the respondents strongly disagree with this
- ✎ 33% of the respondents strongly agree that their organization have policies and Practices that are helpful in balancing the work and personal life, 31% of them agreed this, 21% of the employees are neutral towards this statement and 13% of them disagree this and the rest 2% of the respondents strongly disagree with this
- ✎ 15% of the respondents strongly agree that utilizing the Organizational policies that are aiming to balance work and personal life, 33% of them agreed this, 21% of the employees are neutral towards this statement and 18% of them disagree this and the rest 13% of the respondents strongly disagree with this
- ✎ 14% of the respondents always fulfill their family duties, 39% of the respondents said very often, 43% said occasionally, 4% said rarely
- ✎ 27% of the respondents always spend quality time with their family/friends, 29% of the respondents said very often, 39% said occasionally, 5% said rarely

- ✎ 16% of the respondents always get time to take their family on vacation, 35% of the respondents said very often, 44% said occasionally, 5% said rarely and the rest 2% said never
- ✎ 19% of the respondents always find time for themselves, 33% of the respondents said very often, 44% said occasionally, 4% said rarely
- ✎ 17% of the respondents said Cell phone interruptions in personal life affects strongly, 38% said it affects, 40% said it is neutral and 5% said it does not affect at all.
- ✎ 21% of the respondents said Transfer/deputations affect personal life strongly, 43% said it affects, 30% said it is neutral and 6% said it does not affect at all.
- ✎ 26% of the respondents Long working hours with the peer group affects personal time strongly, 27% said it affects, 42% said it is neutral and 5% said it does not affect at all.
- ✎ 39% of the respondents' nature of relation with the peer group strongly affects their personal life, 26% said it affects, 24% said it is neutral and 11% said it does not affect at all.
- ✎ 25% of the respondents said nature of relation with the superiors is the strongly affect their personal life, 30% said it affects, 40% said it is neutral and 5% said it does not affect at all.
- ✎ 10% of the respondents are highly satisfied with their current job, 17% of them are satisfied, 61% of them are moderately satisfied, 9% of them are dissatisfied and the rest 3% of them are highly dissatisfied
- ✎ 34% of the respondents strongly agree that they spend holidays by meeting their friends, siblings and parents, 29% of them agree with this, 23% of the employees are neutral towards this statement and 14% of them disagree with this
- ✎ 21% of the respondents strongly agree that they are able to adjust with their working patterns to allow themselves to combine work with other responsibilities, 32% of them agree with this, 38% of the employees are neutral towards this statement and 8% of them disagree with this and rest 1% strongly disagree with this
- ✎ 33% of the respondents strongly agree that company encourage in training processes to help employees become more effective at work, 25% of them agree with this, 20% of the employees are neutral towards this statement and 21% of them disagree with this and rest 1% strongly disagree with this

- ✎ 58% of the respondents strongly agree that their work environment consists of rigid work hours, 24% of them agree with this, 14% of the employees are neutral towards this statement and 3% of them disagree with this and rest 1% strongly disagree with this
- ✎ 28% of the respondents strongly agree that their work makes them to travel extensively, 30% of them agree with this, 22% of the employees are neutral towards this statement and 19% of them disagree with this and rest 1% strongly disagree with this
- ✎ 19% of the respondents strongly agree that they feel they are overloaded work makes them to travel extensively, 37% of them agree with this, 38% of the employees are neutral towards this statement and 5% of them disagree with this and rest 1% strongly disagree with this
- ✎ 21% of the respondents strongly agree that they face various forms of stress, 25% of them agree with this, 45% of the employees are neutral towards this statement and 8% of them disagree with this and rest 1% strongly disagree with this
- ✎ 17% of the respondents said the amicable relationship in the work place is very good, 38% of them said it is good, 38% said normal, 4% said poor and the rest 3% said no comments
- ✎ 11% of the respondents said the interactive tasks in the work place is very good, 33% of them said it is good, 45% said normal, 9% said poor and the rest 2% said no comments
- ✎ 11% of the respondents said the cordial relationship in the work place is very good, 46% of them said it is good, 39% said normal, 3% said poor and the rest 1% said no comments
- ✎ 15% of the respondents said the frequent meetings in the work place is very good, 34% of them said it is good, 46% said normal, 3% said poor and the rest 2% said no comments
- ✎ 25% of the respondents always said they don't have time to relax because of no job sharing, 29% of the respondents said very often, 35% said occasionally, 6% said rarely and the rest 5% said never
- ✎ 18% of the respondents said they always feel restless & unable to concentrate, 26% of the respondents said very often, 49% said occasionally, 5% said rarely and the rest 2% said never
- ✎ 26% of the respondents said they always feel tired, low energy excessive fatigue, 31% of the respondents said very often, 39% said occasionally, 2% said rarely and the rest 2% said never

Summary of Findings

This study was able to measure the work–life balance of employees finding that married working employees find it very hard to balance their work and personal life irrespective of the sector they are into, the age group they belong to, the number of children they have and their spouse’s profession. The IT sector working professionals were found to have more difficulties in balancing work and family followed by academic sector working employees and then health sector working employees. Working hours related WLB problems were more for the IT sector professionals while time to socialise or being relaxed is tough for working employees. The working employees predominantly find it very hard to steal out time for their own hobbies or leisure activities and maintain friendships or extended relationships. Our findings revealed the importance of work-life balance and the need to have work-life balance to have happiness and life satisfaction

5.2 SUGGESTIONS FOR IMPROVEMENTS

Globalisation and a highly competitive environment have made the survival and successful management of businesses by Indian employees highly complex and difficult. The recommendations to make quality of work life better for employees in IT sector are:

- ✚ Creation of a Task-force that can lead this activity
- ✚ Formulate the policy on WLB of employees based on the company’s vision & mission’s statement.
- ✚ Form a committee that comprises of representatives from management as well as workers category.
- ✚ Conduct workshops to enhance knowledge and necessity of this policy.
- ✚ Communicate the policy to all the employees.
- ✚ Implement the policy of maintain regular feedbacks & suggestions.
- ✚ Register and record each activity of the committees/Taskforce.
- ✚ Update any changes that have been made to all employees.
- ✚ Make the policy reachable and understandable by all.

- ✚ No specific psychometric tool was previously available to measure the WLB issues of employees' Indian society, an assessment tool like Wheel of Life, Teacher Support Network (TSN) and other self-assessment tools are to be introduced in the company
- ✚ Human resource professionals and management consultants can also use these scales to redress WLB issues among employees'
- ✚ By analysing the major dimensions of the WLB issues of the employees one can understand the areas in which the entrepreneur needs remediation and provide advice accordingly.
- ✚ **Only paper work no implementation:** The organization has the policies only on paper. There is very less concern for the implementation of the policies.
- ✚ **Lack of communication:** Communication about work/life programs is essential. Although an organization may offer a rich menu of work/life benefits, the desired effect—yielding positive business results—is unlikely to occur if employees do not know about the programs or understand them.
- ✚ **Team Work:** Introducing, operating and implementing work-life balance requires collaborative working and is very much a holistic process.
- ✚ **Time Consuming:** Implementing a WLB strategy takes time. Timescales for implementation need to be realistic

5.3 CONCLUSION

With dual career couples widely prevalent in this modern era, there is a need for systematic research into the nature of work-life conflict and further insight is required into ways by which the work-home interface can be more effectively managed. Considerably more research is needed to gain additional insight into the meaning and consequences of work–family balance. This study was able to measure employees’ work–life balance and found weekly hours of work and the stress associated with work were very important determinants of employees’ work–life balance, alongside their occupations, age and caring responsibilities. Conflicts in work-life balance of working employees affects their health who report more stress, headaches, muscle tension, weight gain and depress than their male counterparts. Juggling between the obligations towards the families and expectations of the organisation and constant struggle to maintain a balance between work and family can have serious implications on the life of an individual by affecting their well-being and overall quality of life. There is a widespread demand from employees for the right to balance work and home life in today’s busy world where finding time for oneself seems impossible. Health and wellness programs can, for sure help working employees in balancing their personal and professional life. But they alone cannot be the answer to addressing the problems of imbalance. The problems and difficulties of employees are multi-dimensional as evident from the literature reviewed; therefore, they require further probing to help working employees in balancing their work and family life.

The range of Work Life Balance initiatives by the organizations can avail can be grouped into 4 main areas:

-  Leave provisions (such as parental and family leave)
-  Flexible hours provisions (including job sharing, flexible start and finish times)
-  Supportive structures and programs (such as child care provision or assistance)
-  Social policy initiatives

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QUESTIONNAIRE

1. Personal profile:

1. Name:(optional) _____

2. Age: ☐ 20-25 ☐ 25-30 ☐ 30-35 ☐ 35&above

3. Gender: ☐ Male ☐ Female

4. Marital Status: ☐ Married ☐ Single

5. You have been in this organization for:

☐ < 2 years ☐ 2-5 years ☐ >5 years

Please indicate your personal views about the following:

PERSONAL VIEWS		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6.	Work life balance should be partially an individual's responsibility and partially an employer's responsibility.					
7.	Are you able to balance your work and personal life?					
8.	Does your organization have policies and Practices that are helpful in balancing the work and personal life?					
9.	Are you utilizing the Organizational policies that are aiming to balance work and personal life?					

Are you able to cope up your work life with your personal life?

PERSONAL LIFE		Always	Very often	Occasionally	Rarely
10.	Are you able to fulfill your family duties?				
11.	Do you spend quality time with your family/friends?				
12.	Do you get time to take your family on vacation?				
13.	Do you find time for yourself?				

Does the following affect your personal life?

BARRIERS TO PERSONAL LIFE		Affects strongly	Affects	Neutral	Does not affect at all
14.	Cell phone interruptions in personal time				
15.	Transfer/deputations				
16.	Long working hours				
17.	Nature of relation with the peer group				
18.	Nature of relation with the superiors				

19. Can you say that you are satisfied with your current job?

- ☐ Highly satisfied ☐ Satisfied ☐ Moderately satisfied
☐ Dissatisfied ☐ Highly Dissatisfied

20. You make time to visit your friends, relatives, siblings, parents on holidays?

- ☐ Strongly disagree ☐ Disagree ☐ Neutral
☐ Agree ☐ Strongly agree

21. Are you able to adjust with your working patterns to allow yourself to combine work with other responsibilities?

- ☐ Strongly disagree ☐ Disagree ☐ Neutral
☐ Agree ☐ Strongly agree

22. Does your company encourage in training processes to help employees become more effective at work?

- ☐ Strongly disagree ☐ Disagree ☐ Neutral
☐ Agree ☐ Strongly agree

23. Your work environment consists of rigid work hours?

☐ Strongly disagree ☐ Disagree ☐ Neutral

☐ Agree ☐ Strongly agree

24. Your work makes you to travel extensively?

☐ Strongly disagree ☐ Disagree ☐ Neutral

☐ Agree ☐ Strongly agree

25. Do you feel that you are overloaded?

☐ Strongly disagree ☐ Disagree ☐ Neutral

☐ Agree ☐ Strongly agree

26. Do you have any other form of Job stress?

☐ Strongly disagree ☐ Disagree ☐ Neutral

☐ Agree ☐ Strongly agree

27. Does your current work life balance help in the organization's growth in the following ways?

GROWTH FACTOR	1	2	3	4	5
Productivity					
Performance level					
Positive referrals by current employees					
Retaining talented resources					

The following are the relationships that exist in your work place.

COMMUNICATION AT WORK		Very good	Good	Normal	Poor	No comments
28.	Amicable relationship between management and staff					
29.	Tasks that require interaction within your department and staff					
30.	Cordial relationship with superiors					
31.	Frequent meetings/interaction with peers					

You have the following Physical crisis due to current working patterns

HEALTH FACTOR		Always	Very often	Occasionally	Rarely	Never
32.	No time to relax because of no job sharing					
33.	Feel restless & unable to concentrate					
34.	Feel tired, low energy excessive fatigue					

35. Specify the work life balance policies that your organization can consider for employees

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Thank you very much for spending your valuable time.