

A CRITICAL STUDY ON WORK-LIFE INTEGRATION OF EMPLOYEES IN IT INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

HARRINI U

Register No. 39410065



SCHOOL OF BUSINESS ADMINISTRATION

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 - 2021



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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **HARRINI U, 39410065** who have done the Project work entitled “**A critical study on work-life integration of employees in IT Industry**” under my supervision from December 2020 to April 2021.

Dr. M. LAVANYA

Internal Guide

Ms. KAVITHA RAJAYOGAN

External Guide

Dr. G. BHUVANESWARI,

Dean – School of Business Administration

Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

DECLARATION

I **HARRINI U, 39410065** hereby declare that the Project Report entitled “**A critical study on work-life integration of employees in IT Industry**” done by me under the guidance of **Dr. M. LAVANYA** and **Dr. KAVITHA RAJAYOGAN** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SIGNATURE OF THE CANDIDATE

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HARRINI U

ABSTRACT

This paper aims to explore how employees in IT Industry perceive themselves in relation to their work and family roles, how they experience these roles, how they merge their work, Family and individual self, and also to spot out and discuss the work-life integration among the employees in the industry and suggest them how to integrate the work and life.

The paper reviews the literature about how different components of life can be integrated for managing the boundaries of both work and life effectively.

A survey has been taken to study the work-life integration among the employees working in the IT Industry. That will help us to examine the components that integrate work and life. Also to understand the comfort zone of the employees for a better productivity and their opinion towards their company in terms of work-life integration.

In this paper CORRELATION, ONE-WAY ANOVA and CHI-SQUARE Test is used to test the work-life integration of employees based on the survey.

This paper is to study about all the factors that affect work-life integration and help the employees to work efficiently.

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CHAPTER 1

INTRODUCTION

1.1 HISTORY

Work-life balance was first described by Rosabeth Moss Kanter (1977) and later depicted in a model by Patricia Voydanoff (1987). Workers attempted to balance between the demands of one sphere and the other, so that each set of demands was met. Both Kanter (1977) and Voydanoff (1987) confirmed that true balance was sought but rarely achieved in the American workplace, and that one's work-life did not operate in total isolation from one's personal life. This led them to conclude that the idea of separate spheres was a myth (Kanter, 1977). Work-life balance was first used in UK in 1970, later it was phrased and started using in USA from 1986 onwards.

Recognizing that there was an area where life and work overlapped, both Kanter and Voydanoff advocated the integrated study of work and family (Kanter, 1977; Voydanoff, 2007). Recently the interconnections between work and life pursuits have received greater recognition, and the term integration has gained wider use in describing the relationship between work and life demands (Poelmans, Stepanova & Masuda, 2008; Kossek & Lambert, 2005). Advocates for the use of the term work and life integration point out that technology has created a modern workplace that operates 24/7. Parents may use their electronic devices to read e-mails from work or to check voice messages after the children have gone to bed. So, that work may be done in the office and at home, interspersed with several hours of family time in between. Integration is used because it acknowledges the overlapping spheres of work and life and the lack of complete separation between the two, even 7 when the workers are engaged in activities belonging to a single sector.

The use of the term integration refers to the areas of work and life domains that are interconnected, overlapping, or interspersed throughout the day, which may be a source of positive spillover or negative conflict for people in the workplace.

1.2 INTRODUCTION

Work-life integration is a connection between work and life. The new phrase "work-life integration," is where professionals have to blend what they do personally and professionally in order to make both work. Many professionals, especially boomers, are not prepared for this major shift because it is happened so fast, just like the speed of technology, that it's been hard to take a step back and come up with a better solution. Millennials, on the other hand, have already started to adapt to this reality. They are on Facebook talking to their friends at work and answering business emails when they leave the office.

What does work-life integration look like

The concept of work-life "balance" is outdated. It's not uncommon for workers to check their emails the moment they wake up, or whip out their smartphones while jogging on the treadmill. Basically, "work" and "life" have become two halves of the same whole, rather than two incompatible components uncomfortably squished against each other. Work-life balance implies that your work and life are on par with each other.

Success in work-life integration varies from person to person and will not always be a 50/50 relationship.

Work-Life Integration versus Work-Life Balance

Work-Life Balance	Work-Life Integration
Leaving strictly at 5 pm to pick up your child from after-school day care.	Bringing your child to work after school.
Leaving at 6 PM and shutting off your work phone.	Flexibility to leave earlier and take support calls remotely.
Using your lunch break to walk the dog.	Bringing your dog to work.
Offering everyone on a daily free lunch.	Letting employees to choose between a free lunch benefit and equivalent value towards vacation expenses.

1.3 INDUSTRY PROFILE

Information technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy.

Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether its filing Income Tax returns or applying for passports online or railway e-ticketing, it just need few clicks of the mouse. India's IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

IT-ITeS sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues (including Hardware) has reached USD 59.4 billion in FY2011 while domestic revenues (including Hardware) of about USD 28.8 billion.

Government Initiatives

After the economic reforms of 1991-92, major fiscal incentives provided by the Government of India and the State Governments, like, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange, setting up of Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ), has enabled India to flourish and acquire a dominant position in world's IT scenario.

In order to alleviate and to promote Indian IT industry, the Government of India had set up a National Task Force on IT and Software Development to examine the feasibility of strengthening the industry. Venture capital has been the main source of finance for software industry around the world. In line with the international practices, norms for the operations of venture capital funds have also been liberalized to boost the industry.

The Government of India is also actively providing fiscal incentives and liberalizing norms for FDI and raising capital abroad.

Future Assistance

While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products and services increased significantly in 2011. In 2011, India's growth has reflected new demand for IT goods and services, with a major surge in the use of private and public cloud and mobile computing on a variety of devices and through a range of new software applications.

High inflow of FDI in the IT sector is expected to continue in coming years. The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US\$ 4.66 billion in May 2011, up from US\$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months.

Foreign technology induction is also encouraged both through FDI and through foreign technology collaboration agreements. India welcomes investors in Information Technology sector. Greater transparency in policies and procedures has made India an investor friendly platform. A foreign company can hold equity in Indian company's up to 100%.

Research & Development

To support Research & development in the country and promoting Start-ups focused on technology and innovation, a weighted deduction of 150% of expenditure

incurred on in-house R&D is introduced under the Income Tax Act. In addition to the existing scheme for funding various R&D projects have been funded through new scheme like Support International Patent Protection in Electronics & IT (SIP-EIT), Multiplier Grants Scheme (MGS).

The government has initiated the setting up of an Open Technology Center through NIC aimed at giving effective direction to the country on Open Technology in the areas of Open Source Solutions, (OSS), Open Standard, Open Processes, Open Hardware specifications and Open Course-ware. This initiative will act as a National Knowledge facility providing synergy to the overall components of Open Technology globally.

Regulations

After the economic reforms of 1991-92, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange and the fiscal measures taken by the Government of India and the individual State Governments specifically for IT and ITES have been major contributory factors for the sector to flourish in India and for the country to be able to acquire a dominant position in offshore services in the world.

The major fiscal incentives provided by the Government of India have been for the Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ).

Challenges

Cyber security and quality management are few key areas of concern in today's information age. To overcome such concerns in today's global IT scenario, an increasing number of ITBPO companies in India have gradually started to emphasize on quality to adopt global standards such as ISO 9001 (for Quality Management) and ISO 27000 (for Information Security). Today, centers based in India account for the largest number of quality certifications achieved by any single country.

India aims to transform India into a truly developed and empowered society by 2020. However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITeS sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

India is now one of the biggest IT capitals in the modern world and has presence of all the major players in the world IT sector. HCL, Wipro, Infosys and TCS are few of the household names of IT companies in India.

Future prospects

Globalization has had a profound impact in shaping the Indian Information Technology industry. Over the years, verticals like manufacturing, telecom, insurance, banking, finance and lately the retail, have been the growth drivers for this sector. But it is very fast getting clear that the future growth of IT and IT enabled services will be fueled by the verticals of climate change, mobile applications, healthcare, energy efficiency and sustainable energy. The near future of Indian IT industry sees a significant rise in share of technology spend as more and more service providers both Indian and global target new segments and provide low cost, flexible solutions to customers.

By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM) which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITeS sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

1.4 NEED FOR THE STUDY

Work-life integration is where professionals have to blend what they do personally and professionally in order to make the both work.

Since, we are living in a 24/7 business environment professionals in all industries demand instant gratification and instant connectivity, and desire to optimize their precious time as effectively as possible. The Executive Centre, Asia Pacific's leading premium serviced office provider, has recently conducted a survey on "Work-Life Integration" among 200 business executives, aiming to gauge their attitudes and thoughts regarding the quality of their professional and personal lives, and how that quality might or might not have changed in meeting the challenges of working. According to the survey, 92 per cent of them agreed to the global trend of work-life integration driven by the power of the Internet, mobile technology, video conferencing and email communications which allows people to work virtually anywhere.

The rapid adoption of new age communication technologies within office spaces has led to the blurring of the work-life boundaries. Most people share a simple and similar desire to create easy joy and meaningful engagement between the interconnected roles, relationships and responsibilities that make up their lives. And this is what they mean when they talk about work-life integration. Due to the increased levels of connectivity, HR professionals need to work closely with department heads and managers alike to ensure that the companies, in search for their competitive times, don't end up burning out the passion and creativity of their talent. In these times of flux the following can help HR professionals set the right base for future employee engagement programs that it plans to implement.

So, this project is to study about all the factors that affect work-life integration and help the employees to work efficiently.

1.5 SCOPE OF THE STUDY

In this survey, an attempt has been made to study on the work-life integration of the employees in the IT Industry.

Following are the factors that affect the work-life integration of the employees.

- Working hours
- Place and daily routine
- Professional and personal life
- Health
- Priority to work
- Technology
- Shifts

Couldn't eliminate the personal bias since individuals differ.

1.6 IMPORTANCE OF WORK-LIFE INTEGRATION

- Provides Institutions with cost savings - reduces unscheduled time off and overtime
- Improved staffing - helps with recruiting, retention, and reduced absenteeism
- Creates better work products - improves productivity, increases employee satisfaction, engagement and commitment, and reduces presentism.
- Reduces exposure to risk - improves employee health and wellbeing, reduces the chance of "Caregiver Bias" Lawsuits.
- Makes a positive impact on families and community.

1.7 REASONS FOR WORK-LIFE INTEGRATION

- The boundaries between family and career are blurred.
- Employees are willing to give up their personal time to do work and many have no choice.
- There are more employees working remote than ever before.

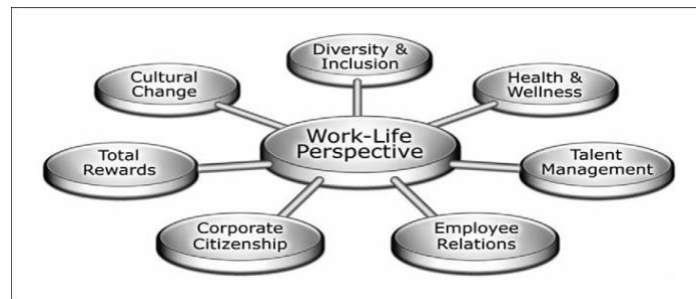
1.8 CHALLENGES OF WORK-LIFE INTEGRATION

- Employees have traditionally faced the challenge of meeting the competing demands of work and family life with the assumption that they were solely responsible for managing their own balancing acts and could not expect significant assistance from their employers in this regard.
- Employees tend to experience work-family conflict when demands from work and family are both high and difficult to satisfy.

- Employees from dual-earner families (the subjects of our study) are likely to experience conflict between work and family.

Perspectives on Work–Life in Organizations

These varied perspectives, which we explore below, can lead to different understandings of what constitutes a comprehensive work–life culture.



The Diversity & Inclusion Perspective

- Management and employee diversity training programs.
- Succession planning systems aimed at increasing the representation of under-represented groups in higher-level roles.
- Creation and maintenance of the employee’s networks and affinity groups (for example, a women’s network).
- A wide menu of programs and policies crafted to respond to a variety of employees needs and family situations in different cultural contexts.

The Health and Wellness Perspective

- Many organizations see work–life initiatives as a way of extending their employee health and wellness programs.
- In such organizations, work–life may be closely associated with EAPs, health promotion initiatives, or other related medical programs. This is an issue of ever-increasing importance, as initiatives in this area may be seen as part of a comprehensive solution to the continually escalating cost of healthcare expenses for employers and employees.

The Talent Management Perspective

Talent management encompasses a number of HR functions and attempts to cut across HR's independent silos to find, hire, develop, and retain top talent. Talent management encompasses HR planning, staffing, performance management, and training and development.

The Employee Relations Perspective

Employee Relations professionals are often dedicated to creating and sustaining a positive work environment and helping employees to resolve personal and work-related challenges.

The Corporate Citizenship Perspective

Corporate Citizenship (also known as Corporate Social Responsibility or CSR) is based on the belief that an organization should be a responsible employer and an asset to the communities in which it operates.

The Cultural Change Perspective

The cultural change perspective is in many ways quite different from the other perspectives. The focus is not simply on implementing workplace accommodations in response to employee challenges. Rather, it encompasses the notion that an organization should constantly adapt to address the ever-changing external environment as well as the changing needs and demographics of its workforce.

The Total Rewards Perspective

- When closely connected to compensation and benefits departments, work–life initiatives are viewed as a major non-monetary component of the total rewards package.
- Work–life programs and policies contribute to the intrinsic rewards of the work experience and help attract and retain employees.

Trends Affecting the Future of Work–Life

The Global Challenge

The challenge of working across cultures and countries is a high-ranking trend that impacts work–life from two perspectives.

- First, work–life integration is defined and treated differently across geographies and countries culturally, legally, and philosophically. Such differences can present an enormous challenge to HR professionals and others tasked with championing work–life and related workforce management initiatives globally.
- Second, the impact of globalization has implications for how and when people work.

The Aging Workforce and Generational Diversity

- The increasing number of older workers has become an extremely high-profile issue as early baby boomers are beginning to reach what has been historically viewed as retirement age.
- Engaging the aging workforce is a challenge that must be addressed in the United States, but even more so in Western Europe and some Asian countries that are also experiencing historically low birth rates.

Diversity and Inclusion

Diversity and inclusion challenges are major drivers of work–life programs. The desire for workplace flexibility is in many ways rooted in diversity, with all employees viewed as individuals with unique needs.

Overwork and Stress

Increased workloads, longer work hours, and greater stress were also among the top issues identified in our study. As organizations have outsourced or eliminated jobs and pursued a seemingly relentless approach to “doing more with less,” employees feel under increasing pressure to cope with shorter cycle times and greater workloads without an accompanying increase in resources.

Technological Advancement

Technological advances such as BlackBerry devices and other personal digital assistants (PDAs), cell phones, And the Internet are among the many forces shaping and re-defining work– life boundaries.

Shifting Career Attitudes and Patterns

In the past, the majority of workers tended to follow a more traditional, linear career path where rewards such as increased pay and promotions were valued. Today, employees are shifting to more protean career values, in part due to the desire for work–life balance.

Future Directions

Shifting the focus from policies and programs to cultural change.

Influencing Organizational Leaders

In order to affect successful work–life change, influencing leaders must occur among both executive leadership and line management.

- A clear business case.
- Providing manager flexibility training.
- Internal surveys and focus groups.
- Manager career-life planning.
- Identification and support of champions

Helping Individuals Make Career Choices

- Provide individuals with support in working through difficult career-life challenges and decisions.
- Train and encourage individuals to work with their managers to discuss their career-life aspirations and negotiate optimal job structure.
- Identify organizational “success” stories that illustrate a range of different models of success and communicate these to all employees.
- Ensure that individuals understand their employers’
- Flexible work arrangements.

Developing HR Policies and Programs

- Provide guidance to managers on how to implement work–life programs and flexible work arrangements.
- Help to ensure equity across levels and departments.
- Effective policies ensure that those who may feel more vulnerable or at risk are afforded the same opportunities that others in preferred positions enjoy.
- Ensure a level of consistency of implementation.
- Finally, they can help to institutionalize cultural change by making an explicit change in formal policies.

Influencing Social Policy

Influencing social policy, whether at the local, state, or national level, often presents a challenge for work–life professionals.

Work–Life Leadership Skills

Most work–life programs today are still owned and championed by the HR function, but a much greater emphasis on strategies that more fully engage senior organizational leaders, line managers, and individual employees is necessary to foster work–life integration.

We identified five specific areas of expertise which we feel are required by work–life leaders, regardless of where they operate from in the organization.

Change Management Expertise

This study makes one point clear: If one is working in the work–life arena, he or she is already in the organizational change business. There are well-established models, skills, and competencies for managing cultural change.

Consulting Skills

Consulting with and educating managers on the importance of flexible approaches and how to use them is increasingly important.

Ability to Demonstrate How Innovative Workforce Practices Lead to Positive Organizational Outcomes

- Respondents believe that work–life and flexibility still face skepticism in terms of bottom-line impact.
- Until this case can be made, the field will struggle to gain widespread management commitment.

Training Employees in the Skills Necessary to Make Appropriate Career Choices

If we believe that individuals ultimately own the responsibility for their own careers, it is important to provide them with the necessary training to do so effectively.

Understanding How Work–Life Perspectives Can Be Incorporated into a Broad Range of Workforce Management Practices

A critical skill for work–life practitioners is partnering with other HR and other functions to incorporate a work–life perspective into all workforce management practices.

Work-life integration also includes the following:

- In-office gym, yoga, exercise or walking clubs.
- Leaving work early and answering emails from home.
- Being sponsored by your company to take a course in something you're interested in.

1.9 STATEMENT OF THE PROBLEM

Employees have traditionally faced the challenge of meeting the competing demands of work and family life with the assumption that they were solely responsible for managing their own balancing acts and could not expect significant assistance from their employers in this regard. Both employers and employees often treated work and family domains as separate spheres of existence. Employees tend to experience work-life conflicts when demands from work and family are both high and difficult to satisfy.

The use of information technology is another area of work design that is rapidly changing, and the nature of its impact on work-life integration is unclear. Although the IT Industries have work-life policies on the books, the overall organizational culture is not particularly supportive of work-life integration.

Mostly Work-life balance approaches favor that one has to give time and efforts to the both domains and keep them separate from each other. But practically work and personal obligations require lot of individual time and efforts, also technology has enable or forced one to cross the borders and bring issues of one domain into another. So there is need of a solution that give freedom to fulfil both obligations.

1.10 OBJECTIVES

PRIMARY OBJECTIVES

- To understand the work-life integration level of the employees.

SECONDARY OBJECTIVES

- To examine the components that integrate work and life.
- To understand the comfort zone of the employees for better productivity.
- To find the opinion of the employees towards their company in terms of work-life integration.

CHAPTER 2

REVIEW OF LITERATURE

This chapter on review of literature focuses on literature related to the present study. The purpose of the literature survey is to give the brief overview and also to establish complete information about the existing system. The goal of literature survey is to completely specify the existing details related to the project in a concise and unambiguous manner. Literature survey on Work-life Integration and related areas were reviewed and some of the relevant concepts, comments and other details are mentioned in this chapter. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazine related to HR and internet site, etc.

2.1 Work-life integration: experiences of mid-career professional working mothers - *Alma M. McCarthy, Geraldine Grady (2008):*

This paper aims to explore how mid-career professional mothers perceive themselves in relation to their work and family roles, how they experience these roles, how they merge their work, family and individual self, and what meaning they make of this integration. The study raises important issues for the management of professional working mothers and the implications of the study for individuals and organizations are set out. It reports that a complex relationship of work-related dynamics and personal factors shaped the meaning for these women amid competing priorities of work, family and individual lives.

2.2 Work–Life Integration: Present Dynamics and Future Directions for Organizations - *Brad Harrington, Jamie J. Ladge (2009):*

The goal of the study was to identify key trends that impact the work–life field, and to determine future directions for organizations in responding to these challenges. The results were findings and recommendations regarding how the work–life movement has affected more broad-based changes in workforce management and projections for how the movement might continue to grow and evolve in the future.

2.3 Work-Life Balance – An Integrated Approach -

Barbara Haddon, Andrew Hede (2010):

The primary objective of the study was to examine how personal and environmental characteristics contribute to the perception of work-life balance. In particular, the focus is on how various factors in an individual's work and non-work life act as enablers versus barriers and how they collectively contribute to the perception of work-life balance. Further, this study's aim was to determine how the resultant perception of work-life balance impacts upon an individual's general health, wellbeing, job, career and life satisfaction and work performance.

2.4 Beyond Work-Life “Integration” - Joan C. Williams, Jennifer L. Berdahl, Joseph A. Vandello (2015):

In this study the work-family research to date and propose is reviewed that a shift of attention is required, away from the individual experience of work and family and toward understanding how identity and status are defined at work. Several factors enshrine cherished identities around current workplace norms. The work devotion schema demands that those who are truly committed to their work will make it the central or sole focus of their lives, without family demands to distract them. Importantly, the work devotion schema underwrites valued class and gender identities: Work devotion is a key way of enacting elite class status and functions as the measure of a man—the longer the work hours and higher the demand for his attention, the better.

2.5 Work–Life Integration and Workplace Rights for Domestic Workers in

Support to Elderly Persons - Diane-Gabrielle Tremblay, Ilda Ilse Ilima (2015):

The study shows that there is a real challenge in balancing work and family for employees working in support services in domestic work for elderly persons; their workplace rights on this issue are quite limited, and they depend largely on managers' understanding and support. The results highlight two major sources of differentiation: age and single parenthood. In conclusion some recommendations, including the Right to request, which appears to be the best option, although it would need some further analysis.

2.6 Work and Life Integration: Faculty Balance in the Academy - Holly Ehrens (2016):

The purpose of this qualitative study was to discover how tenured faculty members at one four-year liberal arts college experienced work-life integration and balance and how their experiences were influenced by the institution's workplace norms, social dynamics, subcultures, and the professional roles with which they identified. With regard to the study of work-life integration, "the roles of the workgroup and workplace social dynamics are often ignored" and are less studied aspects of work-life integration.

2.7 Organizational leadership and work-life integration: Insights from three generations of men - Deborah N. Smith, Deborah Roebuck, Terri Elhaddaoui (2016):

The literature has traditionally portrayed work-life balance as a women's issue. However, working men, specifically those classified as Generation X and Generation Y, are starting to speak up and share that they too are struggling with integrating all aspects of their lives. Therefore, the current exploratory study seeks to expound upon existing research and develop a more comprehensive understanding of how work-life issues and generational factors directly and indirectly complicate the transitional leadership process of men. The authors conducted a similar study in which they examined the intersection of these constructs as they related to women.

2.8 Advancing Work-Life Integration in Individuals, Organizations, and Communities - Michael Lane Morris, Susan R. Madsen (2007):

The purpose of this journal issue is to serve as a catalyst to foster the interest of HRD scholars to further explore and examine the complexity of work-life integration issues in individuals, organizations, and communities relevant to HRD theory and practice. Consistent with this purpose, this issue has focused on publishing philosophical, theoretical, and conceptual articles that provide researchers and practitioners in various fields of study (e.g., HRD, management, organizational psychology, family sciences) with foundations and strategic frameworks to be used

for deeper and more reflective teaching, research, writing, and workplace decision making in the work–life area.

2.9 Work-Life Integration: Challenges and Organizational Responses - P. Monique Valcour, Rosemary Batt (2003):

The study focuses on organizational responses to the challenges dual-earner couples face in integrating their work and family lives. The author examines the effectiveness of various workplace characteristics and organizational initiatives for supporting work-life integration. The results of the study reported provide support for the argument that organizational family responsiveness involves multiple elements. It has implications for future research on work-life integration. Rather than focusing on a limited set of work-life policies, we have advanced and tested a broader, more integrated model of factors that affect employees' work-life integration.

2.10 Work-life Integration: The Successor to Work-life Balance? - Paul Barrett (2016):

The study shows that the individuals at a local level within businesses had succeeded in establishing work-life integration, or something close to it, but it would be harder to apply across the whole workforce. Managers were felt to be more capable of achieving it than staff, and in small teams in places like bank branches where working hours are built around customer service, it could be tough to introduce.

On the other hand, it was appreciated that there were some roles where work-life integration wasn't just desirable, it was almost a pre-requisite. Those working in international businesses over multiple time zones, for example, would find it hard to function in conventional nine-to-five mode.

2.11 Technology, organizations, and work-life integration - P. Monique Valcour Larry W. Hunter (2005):

The study focuses on ways in which technology affects work-life integration, “a perceptual phenomenon characterized by a sense of having achieved a satisfactory

resolution of the multiple demands” of work and non-work domains. Research has shown that technology can have differential effects on different components of work-life integration.

2.12 Work-Life-Integration through Flexible Work Arrangements: A Holistic Approach to Work Life Balance - *Sourabh Munjal (2017):*

This study shows that achieving the work-life balance in modern time is too difficult. To achieve the working balance it is necessary to break the boundaries of two domains and integrate both. Flexible work arrangements plays important role in work-life integration. Work-life integration has lot of advantages but as with the other initiative have some disadvantages. Integration beyond the limit may cause mess up with all.

2.13 Work-Life Boundaries and Well-Being: Does Work-to-Life Integration Impair Well-Being through Lack of Recovery? - *Ariane G. Wepfer, Tammy D. Allen, Rebecca Brauchli, Gregor J. Jenny, Georg F. Bauer (2017):*

Against the backdrop of increasingly blurred boundaries between work and non-work, the purpose of this study was to investigate the implications of employees' work-to-life boundary enactment for well-being. It contributes to the existing literature on boundary management by investigating the well-being implications of work-to-life boundary enactment and by suggesting and testing recovery as an underlying mechanism. The current study seeks to investigate the well-being implications of boundary management strategies that either shield the non-work domain from intrusions from the work domain or integrate the work domain into the non-work domain.

2.14 Work-life balance: Towards an integrated conceptual framework - *Andrew Hede, John Whiteoak (2009):*

The main aim of the current paper is to explore how personal and environmental characteristics might collectively contribute to the dynamics of work-life balance. A conceptualization is proposed that integrates relevant theoretical frameworks to advance an overall model. The proposed conceptualization and model merge and extend ideas from ecological systems theory, positive psychology and resources-and-demands theory.

2.15 Work-Life Balance and Working from Home - *Tracey Crosbie, Jeanne Moore (2004):*

This paper examines the experience of homeworking drawing on a recently completed ESRC study on homeworkers. The study found that having a dedicated workspace was emphasized as a necessity by many of the professional homeworkers, whereas homeworkers in traditional homeworking occupations viewed it as desirable rather than essential. Some homeworkers moved their offices to an outside shed or to the attic to try and increase the boundary between home and work.

CHAPTER 3

RESEARCH METHODOLOGY

Research means the scientific inquiry for facts about a phenomenon. This chapter deals with the methodology adopted for the present study, aim and objectives of the study, research hypothesis adopted, research design and tools used for the data collection. Limitation and problems encountered by researcher.

The aim of this project is to spot out and discuss the work-life integration among the employees in the IT Industry. The project reviews the literature about how different components of life can be integrated for managing the boundaries of both work and life effectively.

Key Questions

- Are employees satisfied with their working hours?
- Are employees satisfied with their career and personal life?
- Did the company provide the employees good technological?

3.1 RESEARCH METHODOLOGY

Step I – Literature Research

There are many researches going under the topic “Work-Life Integration”. Balancing both work and life will not help in hand for the long run. Ultimately work-life integration is nothing but integrating the different components of life according to their needs and provide control to manage the boundaries of work and personal life.

Employees are facing the challenge of managing the demands of work and family life with an assumption that they are responsible for managing their own balancing acts and could not expect significant assistance from their employees. They experience work- life conflict when demands from work and family are both high and difficult to satisfy. Employees often worry, however the greater individual autonomy simply undermines productivity. Thus factors such as time, place, technology, etc., affects the work-life integration.

Step II – Sample Design

Population : Employees of IT Industry

Sample Size : 150

Sampling Type : Stratified Random Sampling

Step III – Approaches of Data Collection

Research Design : Descriptive Research

Data Source : Primary data and secondary data

Primary Source : Questionnaire

Secondary Source : Research papers, Journals and Website

Data collection method : Survey

3.2 HYPOTHESIS

- There is a significant relationship between average working hours a week and satisfaction level of working hours.
- There is a significant relationship between flexible work timing and work-life conflict.
- There is an association between performance targets attainable within the working hours and overstay at office to complete the work.
- There is an association between work-life conflict and work related stress/ issues.

3.3 STATISTICAL TEST:

- Correlation
- One-way ANOVA
- Chi-square test

- Assume the underlying population is normal and sample is selected from the population of employees within the IT Industry.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1

Table indicating the total number of male and female respondents

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
Female	90	60
Male	60	40
Total	150	100

In the total of 150 respondents, 90 female respondents (60%) and 60 male respondents (40%) have participated in the survey and have given their point of view for the study by answering the questionnaire.

It can be inferred from the table that majority of the respondents are female.



CHART 4.1.1: Chart representing the total number of male and female respondents

TABLE 4.1.2

Table indicating the work experience of the respondents

WORK EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
0-5 years	114	76
6-10 years	30	20
11-15 years	6	4
15+ years	0	0
Total	150	100

In the total of 150 respondents, 114 respondents (76%) have 0-5 years of work experience, 30 respondents (20%) have 6-10 years of work experience, 6 respondents (4%) have 11-15 years of work experience and 0 respondents (0%) have 15+ years of work experience.

It can be inferred from the table that majority of the respondents have a work experience of 0-5 years in the IT industry.

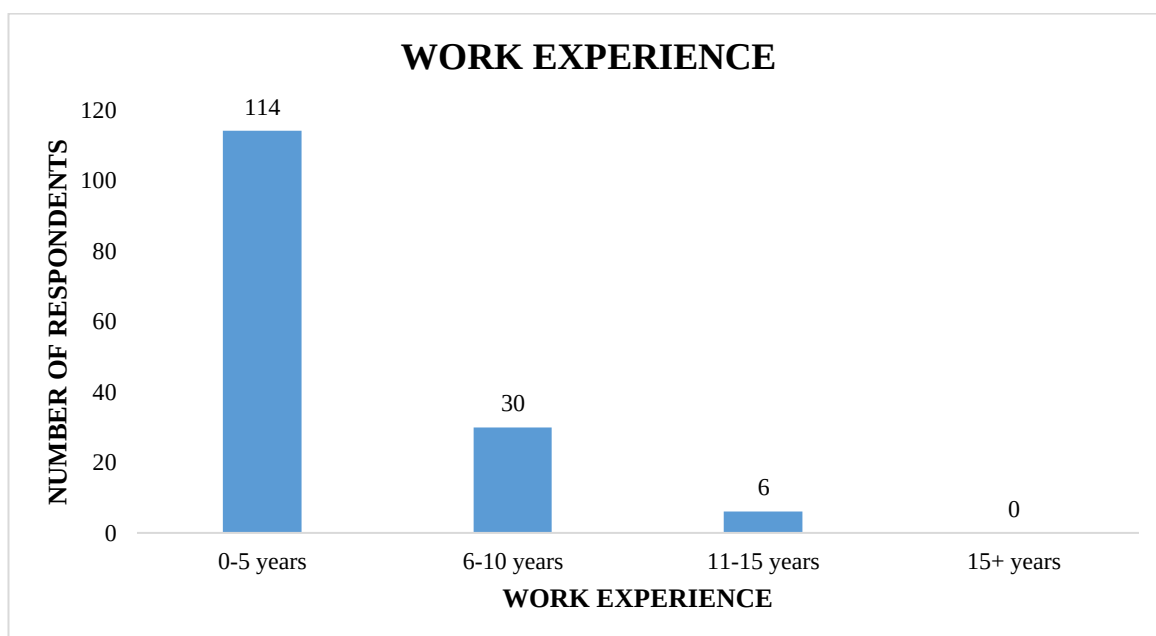


CHART 4.1.2: Chart representing work experience of the respondents

TABLE 4.1.3

Table indicating the average working hours a week of the respondents

AVERAGE WORKING HOURS	NUMBER OF RESPONDENTS	PERCENTAGE
40-50 hrs	65	43.33
51-54 hrs	52	34.67
55-60 hrs	21	14
60+ hrs	12	8
Total	150	100

The above table shows that, 62 respondents (43.33%) are working 40-50 hours a week, 52 respondents (34.67) are working 51-54 hours a week, 21 respondents (14%) are working 55-60 hours a week and 12 respondents (8%) are working 60+ hours a week.

It can be inferred from the table that majority of the respondents are working between 40-50 hours a week.

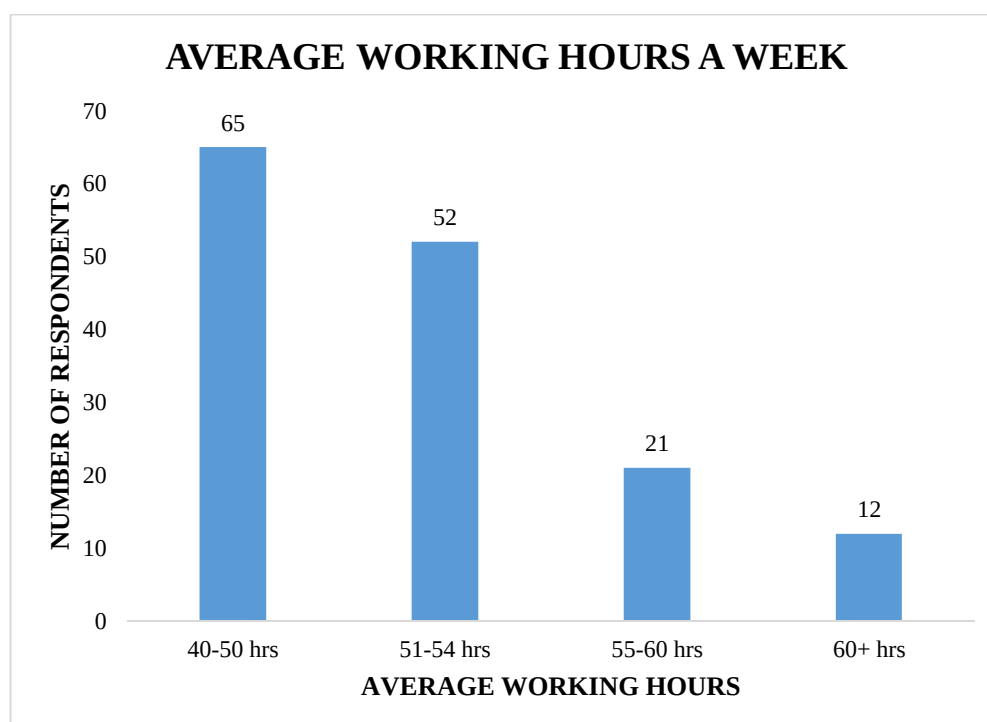


CHART 4.1.3: Chart representing the average working hours a week of the respondents

TABLE 4.1.4

Table indicating the shifts preferred by the respondents for an effective outcome

SHIFTS PREFERRED	NUMBER OF RESPONDENTS	PERCENTAGE
Alternate shifts	27	18
Day shift	121	80.67
Night shift	2	1.33
Total	150	100

The above table shows that, 27 respondents (18%) prefer alternate shifts for an effective outcome, 121 respondents (80.67%) prefer day shift for an effective outcome and 2 respondents (1.33%) prefer night shift for an effective outcome.

It can be inferred from the table that majority of the respondents prefer day shift for an effective outcome.

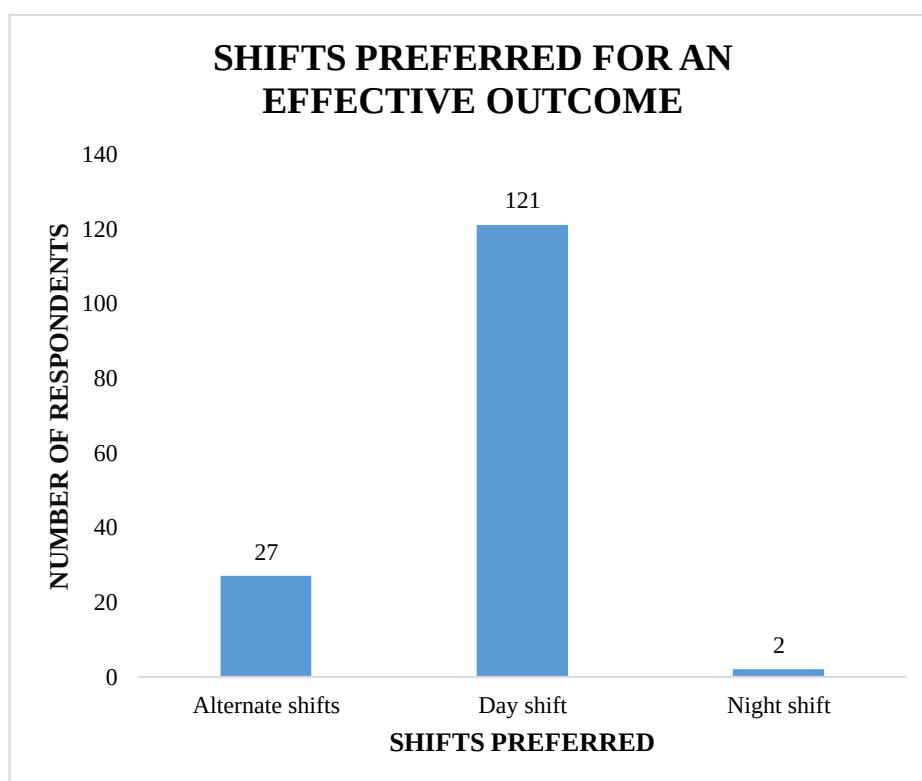


CHART 4.1.4: Chart representing the shifts preferred by the respondents for an effective outcome

TABLE 4.1.5

Table indicating the comfortable work place of the respondents for high productivity

COMFORTABLE WORK PLACE	NUMBER OF RESPONDENTS	PERCENTAGE
Office	60	40
Home	35	23.33
Both	55	36.67
Total	150	100

The above table shows that, 60 respondents (40%) prefer office as the comfortable work place for high productivity, 35 respondents (23.33%) prefer home as the comfortable work place for high productivity, 55 respondents (36.67%) prefer both office and home as the comfortable work place for high productivity.

It can be inferred from the table that majority of the respondents prefer both home and office as the comfortable work place for high productivity.

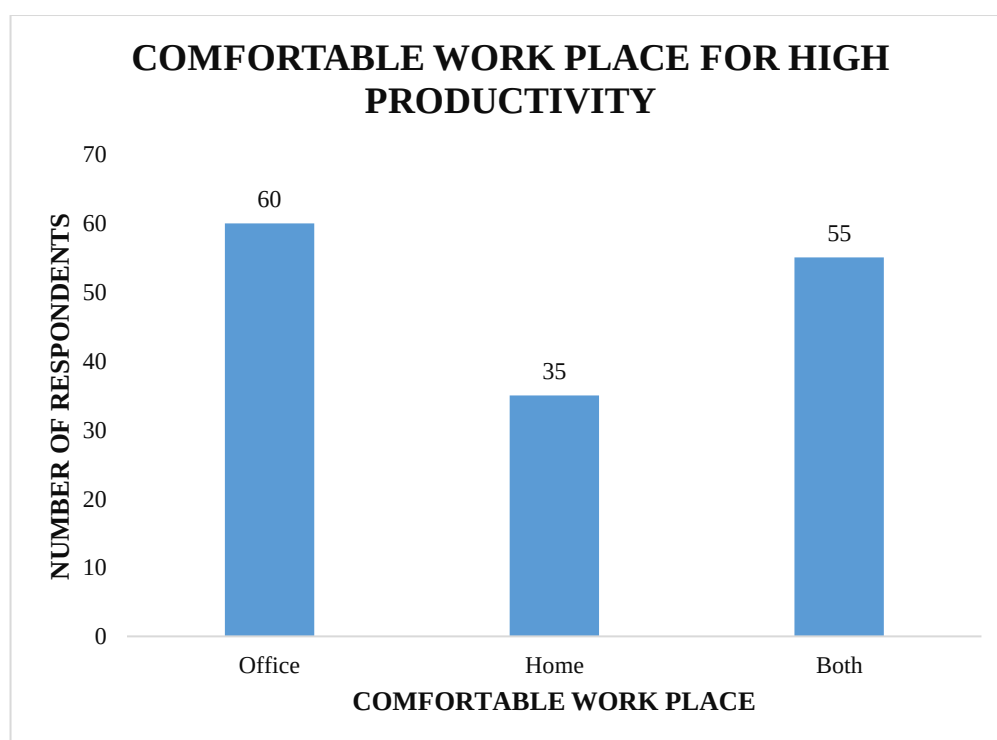


CHART 4.1.5: Chart representing the comfortable work place of the respondents for high productivity

TABLE 4.1.6

Table indicating the comfortable mode of communication for the respondents

MODE OF COMMUNICATION	NUMBER OF RESPONDENTS
In-person	90
Mail	117
Video conference	33
Others	12

The above table shows that, 90 respondents prefer In-person as a comfortable mode of communication, 117 respondents prefer mail as a comfortable mode of communication, 33 respondents prefer video conference as a comfortable mode of communication and 12 respondents prefer others as a comfortable mode of communication.

It can be inferred from the table that majority of the respondents prefer mail as the comfortable mode of communication.

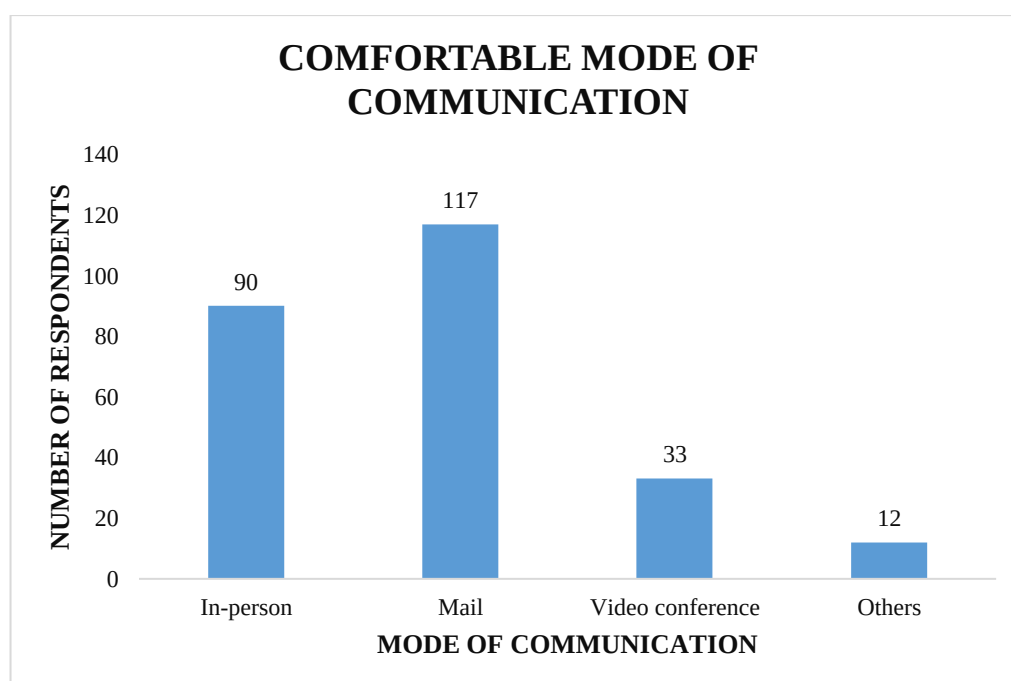


CHART 4.1.6: Chart representing the comfortable mode of communication for the respondents

TABLE 4.1.7

Table indicating the satisfaction level of working hours of the respondents

SATISFACTION LEVEL IN WORKING HOURS	NUMBER OF RESPONDENTS	PERCENTAGE
Highly Satisfied	17	11.33
Satisfied	61	40.67
Neutral	33	22
Unsatisfied	28	18.67
Highly Unsatisfied	11	7.33
Total	150	100

The above table shows that, 17 respondents (11.33%) are highly satisfied with their working hours, 61 respondents (40.67%) are satisfied with their working hours, 33 respondents (22%) are neither satisfied nor unsatisfied with their working hours, 28 respondents (18.67%) are unsatisfied with their working hours and 11 respondents (7.33%) are highly unsatisfied with their working hours.

It can be inferred from the table that majority of the respondents are satisfied with their working hours.

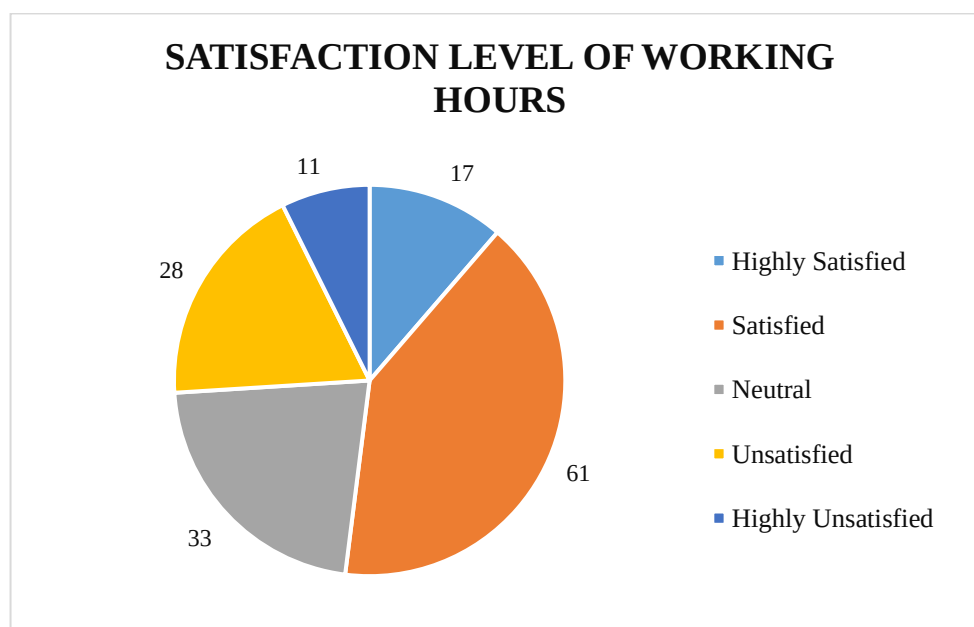


CHART 4.1.7: Chart representing the satisfaction level of working hours of the respondents

TABLE 4.1.8

Table indicating the satisfaction level of the respondents with the time spent with their family

SATISFACTION LEVEL OF TIME SPENT WITH FAMILY	NUMBER OF RESPONDENTS	PERCENTAGE
Highly Satisfied	13	8.67
Satisfied	35	23.33
Neutral	41	27.33
Unsatisfied	41	27.33
Highly Unsatisfied	20	13.33
Total	150	100

The above table shows that, 13 respondents (8.67%) are highly satisfied with the time they spend with their family, 35 respondents (23.33%) are satisfied with the time they spend with their family, 41 respondents (27.33%) are neither satisfied nor unsatisfied with the time they spend with their family, 41 respondents (27.33%) are unsatisfied with the time they spend with their family and 20 respondents (13.33%) are highly unsatisfied with the time they spend with their family.

It can be inferred from the table that majority of the respondents are unsatisfied with the time they spend with their family.

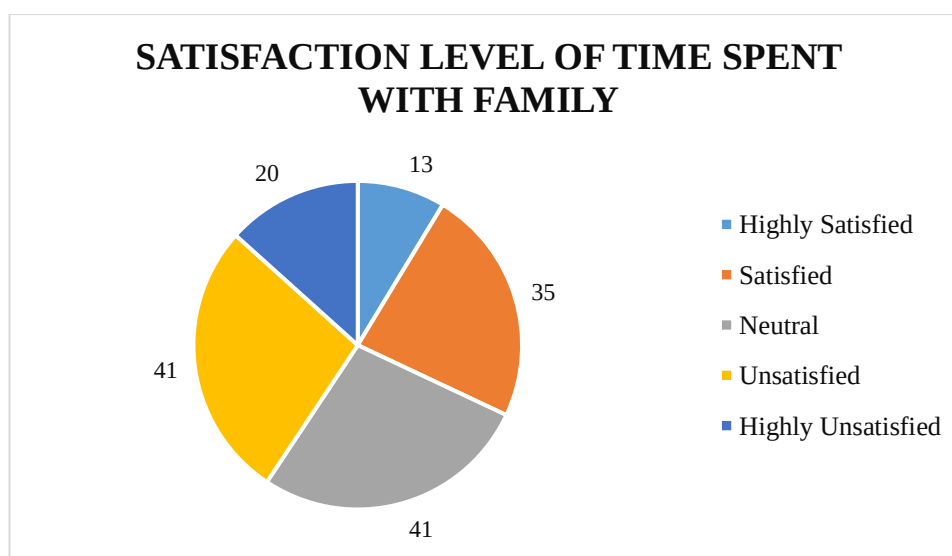


CHART 4.1.8: Chart representing the satisfaction level of respondents with the time spent with their family

TABLE 4.1.9

Table indicating the satisfaction level with the career prospects of the respondents

SATISFACTION LEVEL WITH THE CAREER PROSPECTS	NUMBER OF RESPONDENTS	PERCENTAGE
Highly Satisfied	13	8.67
Satisfied	69	46
Neutral	49	32.67
Unsatisfied	14	9.33
Highly Unsatisfied	5	3.33
Total	150	100

The above table shows that, 13 respondents (8.67%) are highly satisfied with their career prospects, 69 respondents (46%) are satisfied with their career prospects, 49 respondents (32.67%) are neither satisfied nor unsatisfied with their career prospects, 14 respondents (9.33%) are unsatisfied with their career prospects and 5 respondents (3.33%) are highly unsatisfied with their career prospects.

It can be inferred from the table that majority of the respondents are neither satisfied nor unsatisfied with their career prospects.

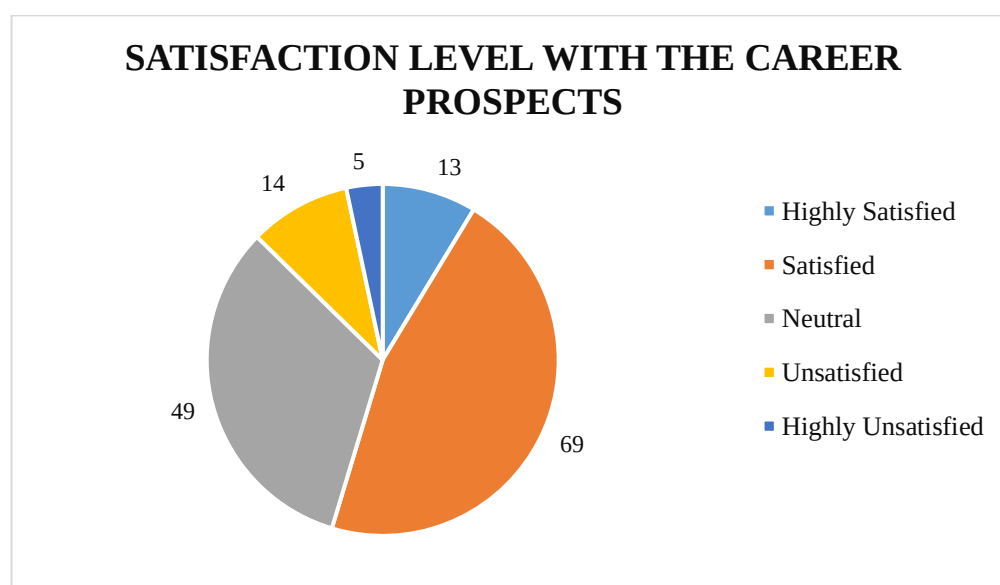


CHART 4.1.9: Chart representing the satisfaction level with the career prospects of the respondents

TABLE 4.1.10

Table indicating the opinion of the respondents on the flexible work timing

OPINION ON FLEXIBLE WORK TIMING	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agree	20	13.33
Agree	41	27.33
Neither Agree nor Disagree	34	22.67
Disagree	43	28.67
Strongly Disagree	12	8
Total	150	100

The above table shows that, 20 respondents (13.33%) strongly agree that they have a flexible work timing, 41 respondents (27.33%) agree that they have a flexible work timing, 34 respondents (22.67%) neither agree nor disagree that they have a flexible work timing, 43 respondents (28.67%) disagree that they have a flexible work timing and 12 respondents (8%) strongly disagree that they have a flexible work timing.

It can be inferred from the table that majority of the respondents disagree that they have a flexible work timing.

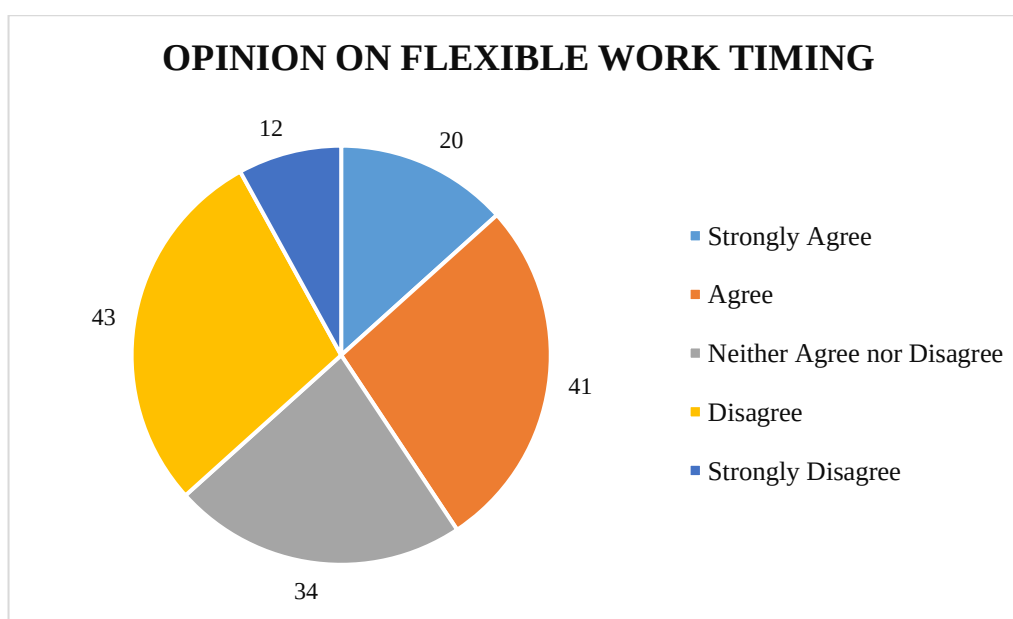


CHART 4.1.10: Chart representing the opinion of the respondents on the flexible work timing

TABLE 4.1.11

Table indicating the opinion of the respondents on whether their company rapidly advance in technology

OPINION ON COMPANY RAPIDLY ADVANCE IN TECHNOLOGY	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agree	36	24
Agree	78	52
Neither Agree nor Disagree	27	18
Disagree	8	5.33
Strongly Disagree	1	0.67
Total	150	100

The above table shows that, 36 respondents (24%) strongly agree that their company rapidly advance in technology, 78 respondents (52%) agree that their company rapidly advance in technology, 27 respondents (18%) neither agree nor disagree that their company rapidly advance in technology, 8 respondents (5.33%) disagree that their company rapidly advance in technology and 1 respondent (0.67%) strongly disagree that their company rapidly advance in technology.

It can be inferred from the table that majority of the respondents agree that their company rapidly advance in technology.

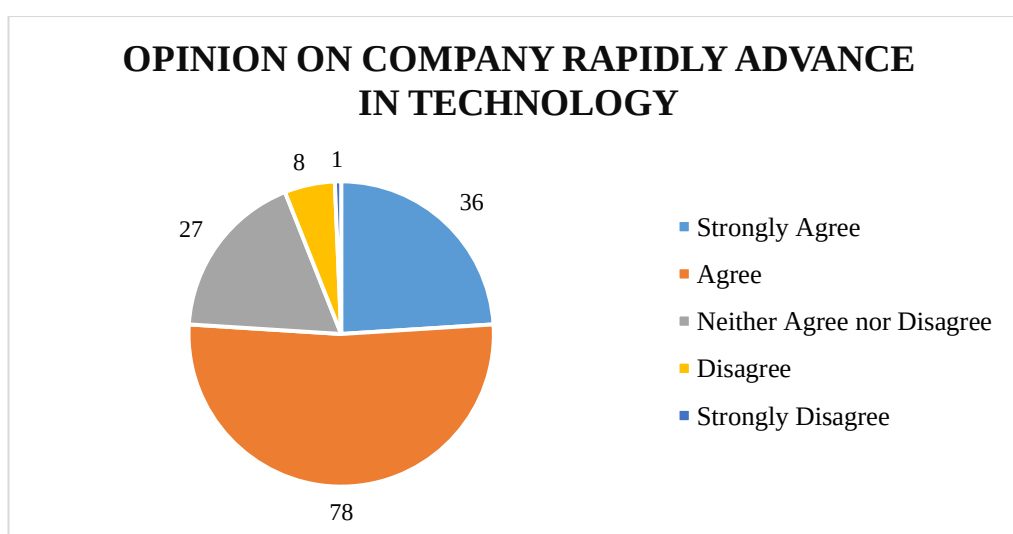


CHART 4.1.11: Chart representing the opinion of the respondents on whether their company rapidly advance in technology

TABLE 4.1.12

Table indicating the opinion of the respondents on how easy it is to avail leave for personal work

OPINION ON HOW EASY IT IS TO AVAIL LEAVE FOR PERSONAL WORK	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agree	25	16.67
Agree	40	26.67
Neither Agree nor Disagree	30	20
Disagree	30	20
Strongly Disagree	25	16.67
Total	150	100

The above table shows that, 25 respondents (16.67%) strongly agree that it is easy to avail leave for personal work, 40 respondents (26.67%) agree that it is easy to avail leave for personal work, 30 respondents (20%) neither agree nor disagree that it is easy to avail leave for personal work, 30 respondents (20%) disagree that it is easy to avail leave for personal work and 25 respondents (16.67%) strongly disagree that it is easy to avail leave for personal work.

It can be inferred from the table that majority of the respondents agree that it is easy to avail leave for personal work.

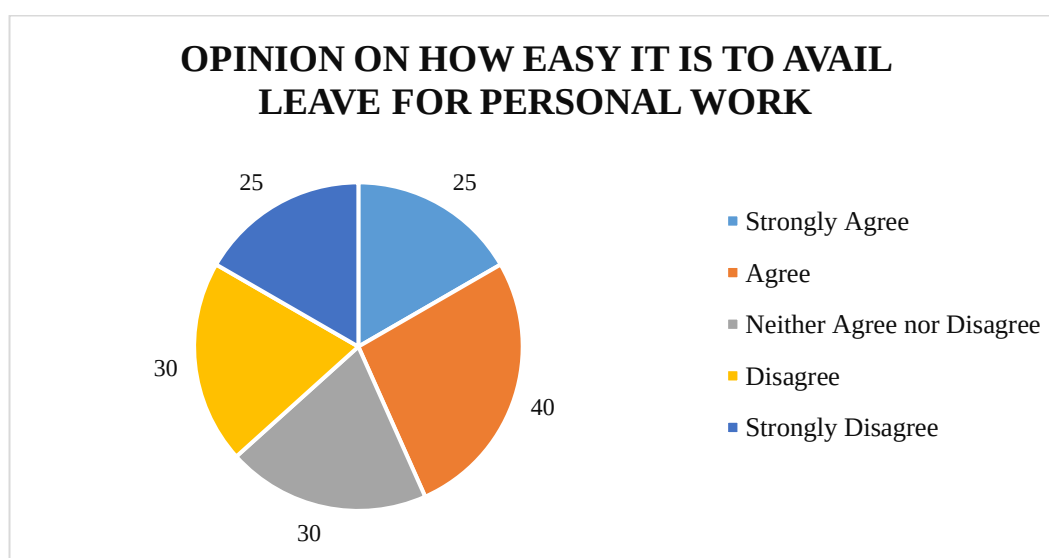


CHART 4.1.12: Chart representing the opinion of the respondents on how easy it is to avail leave for personal work

TABLE 4.1.13

Table indicating the opinion of the respondents on whether the company supports work-life integration

OPINION ON WHETHER THE COMPANY SUPPORTS WORK-LIFE INTEGRATION	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agree	28	18.67
Agree	58	38.67
Neither Agree nor Disagree	51	34
Disagree	11	7.33
Strongly Disagree	2	1.33
Total	150	100

The above table shows that, 28 respondents (18.67%) strongly agree that their company supports work-life integration, 58 respondents (38.67%) agree that their company supports work-life integration, 51 respondents (34%) neither agree nor disagree that their company supports work-life integration, 11 respondents (7.33%) disagree that their company supports work-life integration and 2 respondents (1.33%) strongly disagree that their company supports work-life integration.

It can be inferred from the table that majority of the respondents agree that their company supports work-life integration.

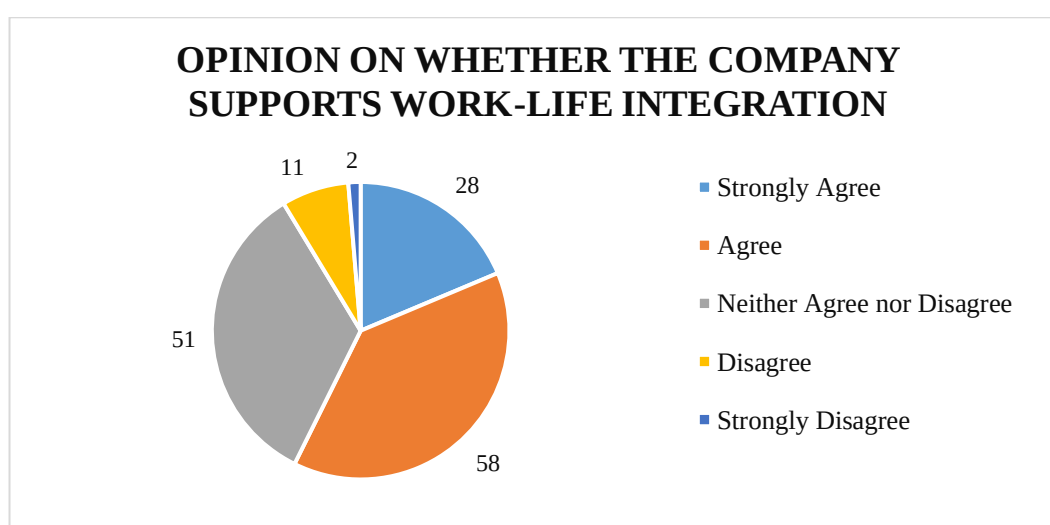


CHART 4.1.13: Chart representing the opinion of the respondents on whether the company supports work-life integration

TABLE 4.1.14

Table indicating the rating of respondents as an anywhere worker

RATING AS AN ANYWHERE WORKER	NUMBER OF RESPONDENTS	PERCENTAGE
Very Good	28	18.67
Good	59	39.33
Fair	37	25
Poor	22	14.67
Very Poor	4	2.67
Total	150	100

The above table shows that, 28 respondents (18.67%) are very good as an anywhere worker, 59 respondents (39.33%) are good as an anywhere worker, 37 respondents (25%) are fair at working anywhere, 22 respondents (14.67%) are poor as an anywhere worker and 4 respondents (2.67%) are very poor as an anywhere worker.

It can be inferred from the table that majority of the respondents consider that they are good as an anywhere worker.

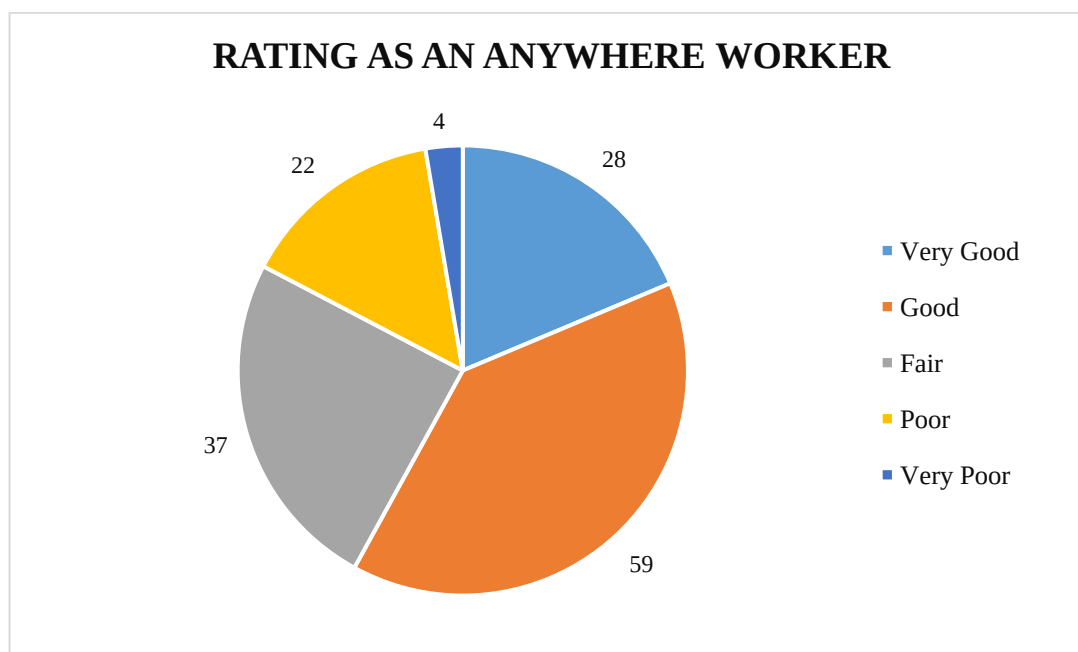


CHART 4.1.14: Chart representing the rating of the respondents as an anywhere worker

TABLE 4.1.15

Table indicating whether crèche facility is available in the company of the respondents

AVAILABILITY OF CRÈCHE FACILITY	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	52	34.67
No	98	65.33
Total	150	100

The above table shows that, 52 respondents (34.67%) have crèche facility available in their company and 98 respondents (65.33%) do not have crèche facility available in their company.

It can be inferred from the table that majority of the respondents do not have crèche facility available in their company.

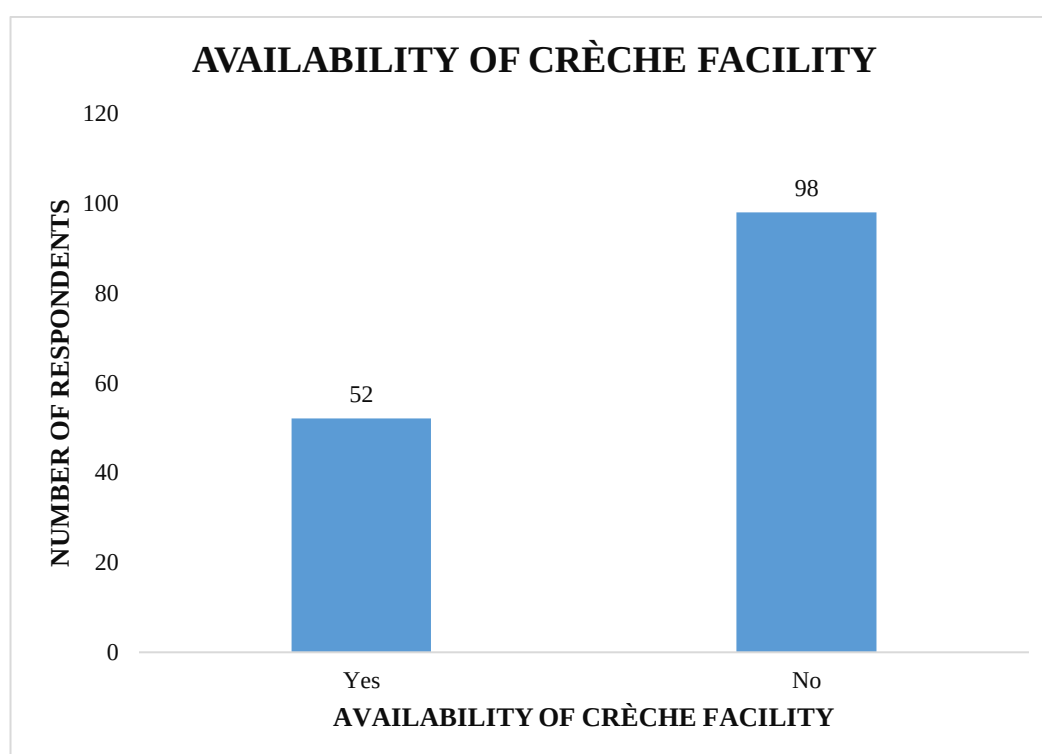


CHART 4.1.15: Chart representing whether crèche facility is available in the company of the respondents

TABLE 4.1.16

Table indicating the workplace comfortability of the respondents

WORKPLACE COMFORTABILITY	NUMBER OF RESPONDENTS	PERCENTAGE
Very Comfortable	25	16.67
Comfortable	43	28.67
Neutral	51	34
Uncomfortable	22	14.67
Very Uncomfortable	9	6
Total	150	100

The above table shows that, 25 respondents (16.67%) are very comfortable with their workplace, 43 respondents (28.67%) are comfortable with their workplace, 51 respondents (34%) are neither comfortable nor uncomfortable comfortable with their workplace, 22 respondents (14.67%) are uncomfortable with their workplace and 9 respondents (6%) are very uncomfortable with their workplace.

It can be inferred from the table that majority of the respondents are comfortable with their work place.

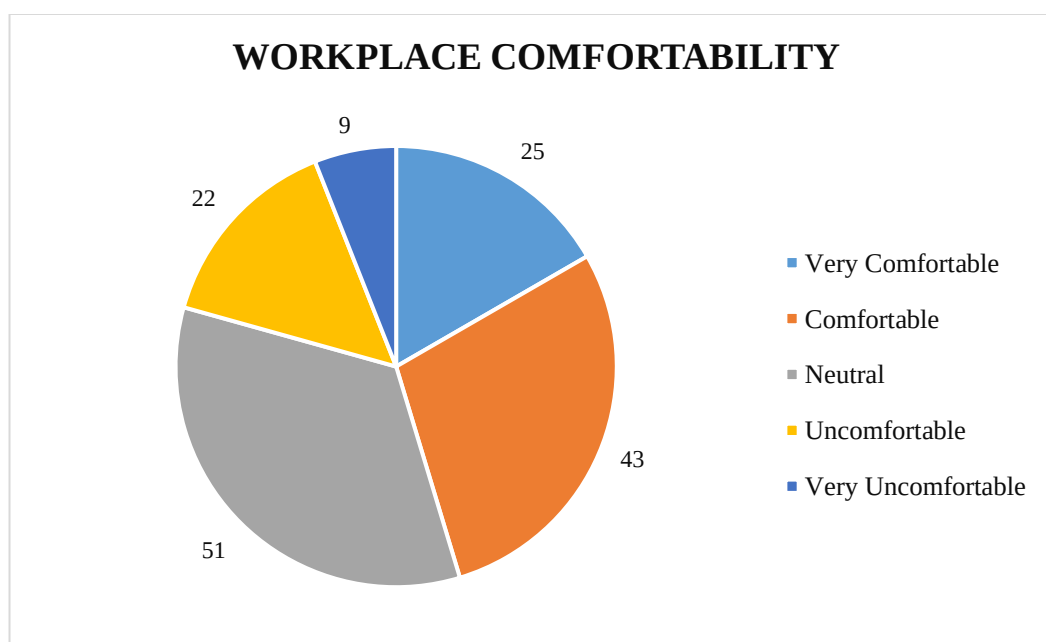


CHART 4.1.16: Chart representing the workplace comfortability of the respondents

TABLE 4.1.17

Table indicating on how often the respondents check their emails when they are at home/ vacation

CHECK EMAILS WHEN AT HOME/ VACATION	NUMBER OF RESPONDENTS	PERCENTAGE
Never	16	10.67
Rarely	16	10.67
Sometimes	40	26.67
Often	40	26.67
Always	38	25.33
Total	150	100

The above table shows that, 16 respondents (10.67%) never check their emails when at home/ vacation, 16 respondents (10.67%) rarely check their emails when at home/ vacation, 40 respondents (34%) sometimes check their emails when at home/ vacation, 40 respondents (34%) often check their emails when at home/ vacation and 38 respondents (25.33%) always check their emails when at home/ vacation.

It can be inferred from the table that majority of the respondents often check their emails when at home/ vacation.

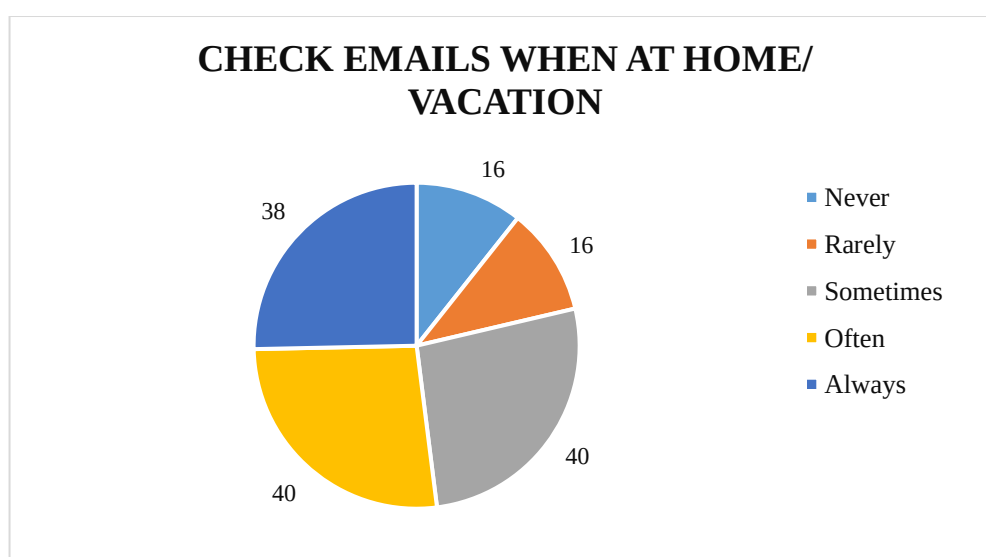


CHART 4.1.17: Chart representing on how often the respondents check their emails when they are at home/ vacation

TABLE 4.1.18

Table indicating on how often the respondents are allowed to leave early and take support calls/ emails from home

LEAVE EARLY AND TAKE SUPPORT CALLS/ EMAILS AT HOME	NUMBER OF RESPONDENTS	PERCENTAGE
Never	25	16.67
Rarely	45	30
Sometimes	46	30.67
Often	25	16.67
Always	9	6
Total	150	100

The above table shows that, 25 respondents (16.67%) are never allowed to leave early and take support calls/ emails from home, 45 respondents (30%) are rarely allowed to leave early and take support calls/ emails from home, 46 respondents (30.67%) are sometimes allowed to leave early and take support calls/ emails from home, 25 respondents (16.67%) are often allowed to leave early and take support calls/ emails from home and 9 respondents (6%) are always allowed to leave early and take support calls/ emails from home.

It can be inferred from the table that majority of the respondents are sometimes allowed to leave early and take support calls/ emails from home.

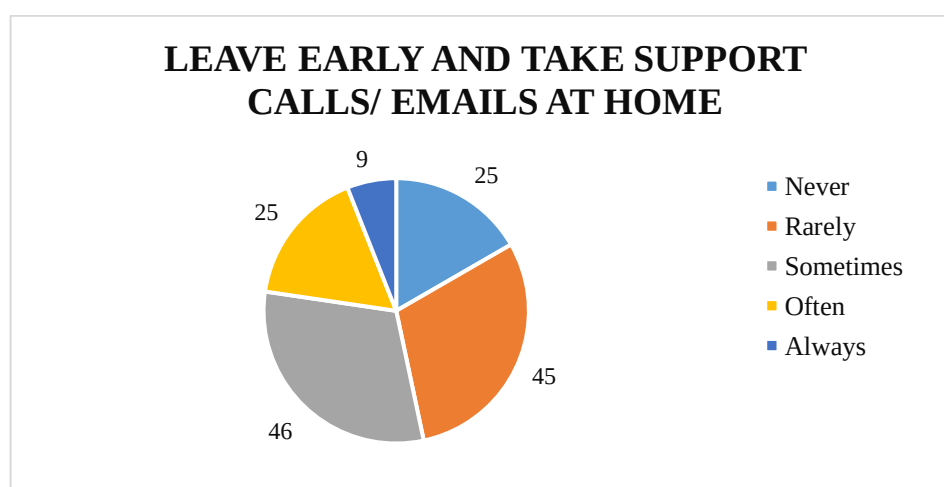


CHART 4.1.18: Chart representing on how often the respondents are allowed to leave early and take support calls/ emails from home

TABLE 4.1.19

Table indicating on how often the respondents can balance their professional and personal life

PROFESSIONAL AND PERSONAL LIFE BALANCE	NUMBER OF RESPONDENTS	PERCENTAGE
Never	21	14
Rarely	33	22
Sometimes	55	36.67
Often	31	20.67
Always	10	7
Total	150	100

The above table shows that, 21 respondents (14%) can never balance their professional and personal life, 33 respondents (22%) can rarely balance their professional and personal life, 55 respondents (36.67%) can sometimes balance their professional and personal life, 31 respondents (16.67%) can often balance their professional and personal life and 10 respondents (6%) can always balance their professional and personal life.

It can be inferred from the table that majority of the respondents can sometimes balance their professional and personal life.

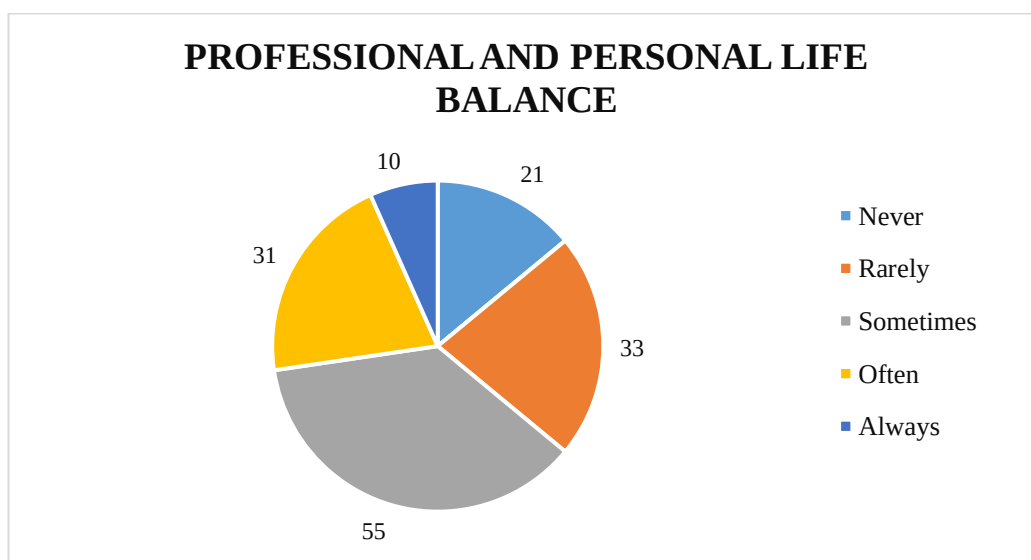


CHART 4.1.19: Chart representing on how often the respondents can balance their professional and personal life

TABLE 4.1.20

Table indicating on how often the respondents are allowed to bring their child/ dog to their workplace

ALLOWED TO BRING CHILD/ DOG TO WORKPLACE	NUMBER OF RESPONDENTS	PERCENTAGE
Never	111	74
Rarely	17	11.33
Sometimes	15	10
Often	6	4
Always	1	0.67
Total	150	100

The above table shows that, 111 respondents (74%) are never allowed to bring their child/ dog to their workplace, 17 respondents (11.33%) are rarely allowed to bring their child/ dog to their workplace, 15 respondents (10%) are sometimes allowed to bring their child/ dog to their workplace, 6 respondents (4%) are often allowed to bring their child/ dog to their workplace and 1 respondent (0.67%) are always allowed to bring their child/ dog to their workplace.

It can be inferred from the table that majority of the respondents are never allowed to bring their child/ dog to their workplace.

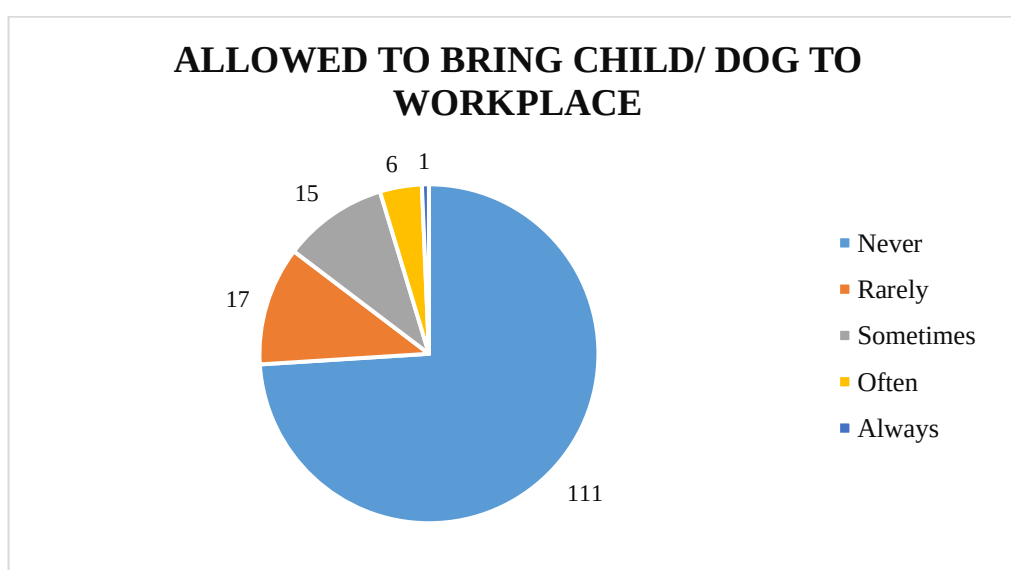


CHART 4.1.20: Chart representing on how often the respondents are allowed to bring their child/ dog to their workplace

TABLE 4.1.21

Table indicating on how often the performance targets are attainable within the working hours for the respondents

PERFORMANCE TARGETS ATTAINABLE WITHIN THE WORKING HOURS	NUMBER OF RESPONDENTS	PERCENTAGE
Never	9	6
Rarely	33	22
Sometimes	59	39.33
Often	30	20
Always	19	12.67
Total	150	100

The above table shows that, 9 respondents (74%) performance targets are never attainable within the working hours, 33 respondents (22%) performance targets are rarely attainable within the working hours, 59 respondents (39%) performance targets are sometimes attainable within the working hours, 30 respondents (20%) performance targets are often attainable within working hours and 19 respondents (13%) performance targets are always attainable within the working hours.

It can be inferred from the table that majority of the respondents performance targets are sometimes attainable within the working hours.

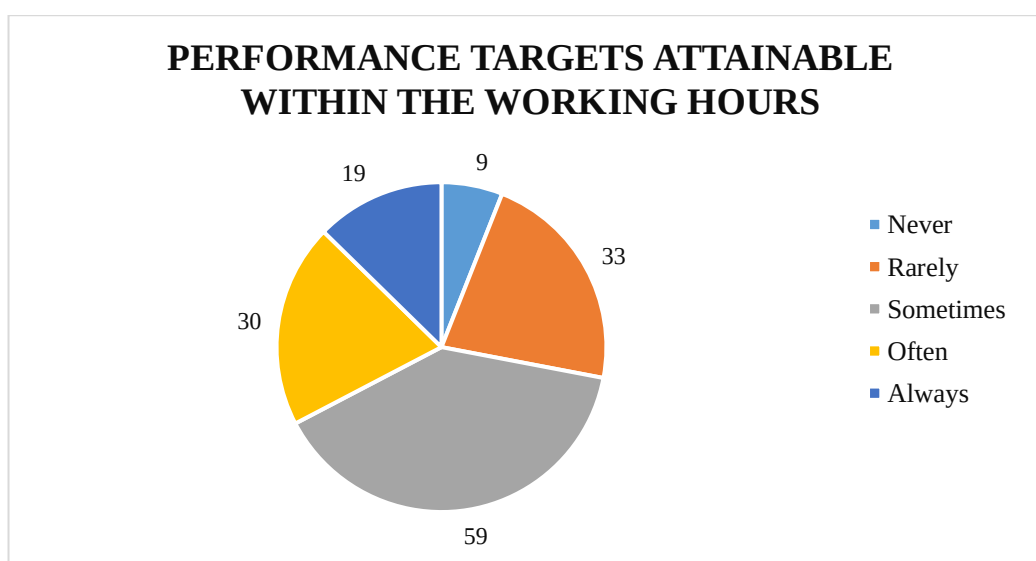


CHART 4.1.21: Chart representing on how often the performance targets are attainable within the working hours for the respondents

TABLE 4.1.22

Table indicating on how often the respondents have a refreshment a day

HAVE REFRESHMENT IN A DAY	NUMBER OF RESPONDENTS	PERCENTAGE
Never	10	6.67
Rarely	35	23.33
Sometimes	71	47.33
Often	26	17.33
Always	8	5.33
Total	150	100

The above table shows that, 10 respondents (6.67%) never have refreshment in a day, 35 respondents (23.33%) rarely have refreshment in a day, 71 respondents (47.33%) sometimes have refreshment in a day, 26 respondents (17.33%) often have refreshment in a day and 8 respondents (5.33%) always have refreshment in a day.

It can be inferred from the table that majority of the respondents sometimes have refreshment in a day.

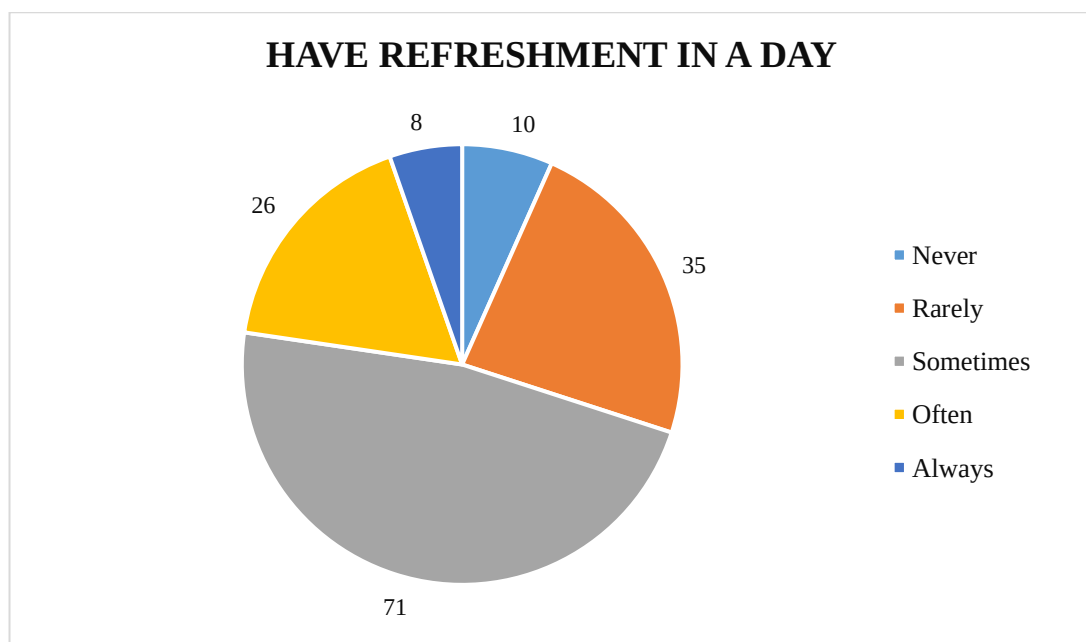


CHART 4.1.22: Chart representing on how often the respondents have a refreshments a day

TABLE 4.1.23

Table indicating on how often the respondents skip their meals due to work

SKIP MEALS DUE TO WORK	NUMBER OF RESPONDENTS	PERCENTAGE
Never	21	14
Rarely	27	18
Sometimes	54	36
Often	39	26
Always	9	6
Total	150	100

The above table shows that, 21 respondents (14%) never skip their meals due to work, 27 respondents (18%) rarely skip their meals due to work, 54 respondents (36%) sometimes skip their meals due to work, 39 respondents (26%) often skip their meals due to work and 9 respondent (6%) always skip their meals due to work.

It can be inferred from the table that majority of the respondents sometimes skip their meals due to work.

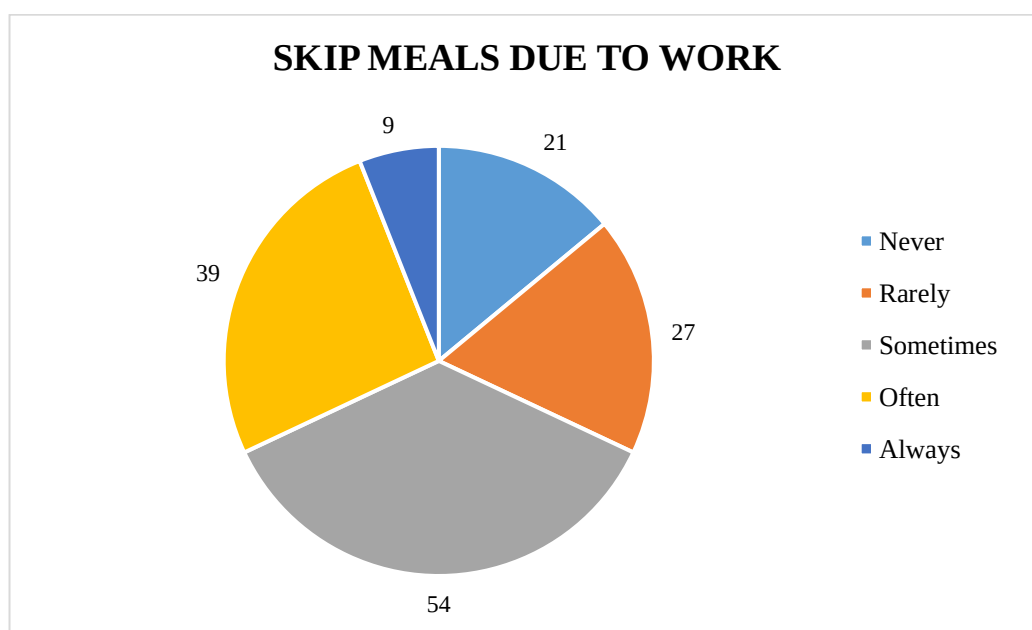


CHART 4.1.23: Chart representing on how often the respondents skip their meals due to work

TABLE 4.1.24

Table indicating on how often the respondents face work related stress/ issues

FACE WORK RELATED STRESS/ ISSUES	NUMBER OF RESPONDENTS	PERCENTAGE
Never	10	6.67
Rarely	29	19.33
Sometimes	56	37.33
Often	41	27.33
Always	14	9.33
Total	150	100

The above table shows that, 10 respondents (6.67%) never face work related stress/ issues, 29 respondents (19.33%) rarely face work related stress/ issues, 56 respondents (37.33%) sometimes face work related stress/ issues, 41 respondents (27.33%) often face work related stress/ issues and 14 respondents (9.33%) always face work related stress/ issues.

It can be inferred from the table that majority of the respondents sometimes face work related stress/ issues.

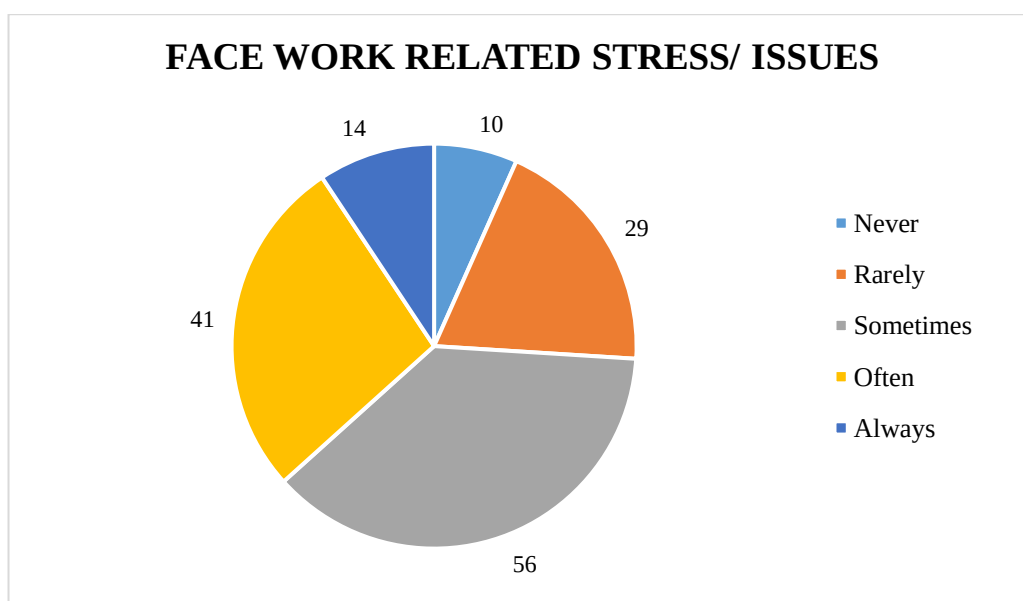


CHART 4.1.24: Chart representing on how often the respondents face work related stress/ issues

TABLE 4.1.25

Table indicating on how often the respondents overstay at office to complete the work

OVERSTAY AT OFFICE TO COMPLETE THE WORK	NUMBER OF RESPONDENTS	PERCENTAGE
Never	16	10.67
Rarely	25	16.67
Sometimes	46	30.67
Often	46	30.67
Always	17	11.33
Total	150	100

The above table shows that, 16 respondents (10.67%) never overstay at the office to complete the work, 25 respondents (16.67%) rarely overstay at the office to complete the work, 46 respondents (30.67%) sometimes overstay at the office to complete the work, 46 respondents (30.67%) often overstay at the office to complete the work and 17 respondents (11.33%) always overstay at the office to complete the work.

It can be inferred from the table that majority of the respondents often overstay at the office to complete the work.

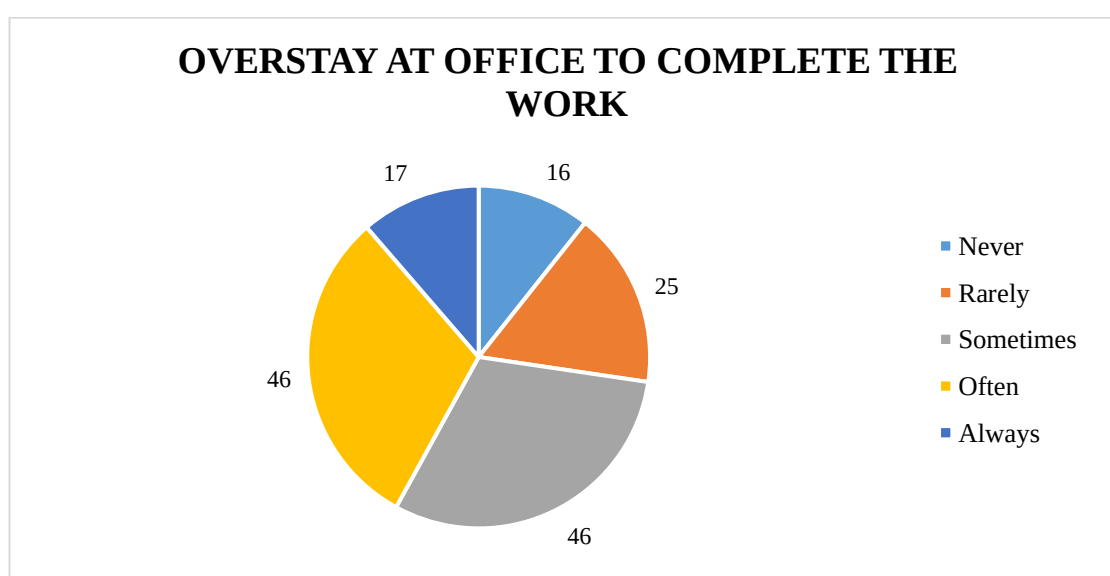


CHART 4.1.25: Chart representing on how often the respondents overstay at office to complete the work

TABLE 4.1.26

Table indicating on how often the respondents experience work-life conflict

EXPERIENCE WORK-LIFE CONFLICT	NUMBER OF RESPONDENTS	PERCENTAGE
Never	11	7.33
Rarely	25	16.67
Sometimes	47	31.33
Often	47	31.33
Always	20	13.33
Total	150	100

The above table shows that, 11 respondents (7.33%) never experienced work-life conflict, 25 respondents (16.67%) rarely experienced work-life conflict, 47 respondents (31.33%) sometimes experienced work-life conflict, 47 respondents (31.33%) often experienced work-life conflict and 20 respondents (13.33%) always experienced work-life conflict.

It can be inferred from the table that majority of the respondents often experienced work-life conflict.

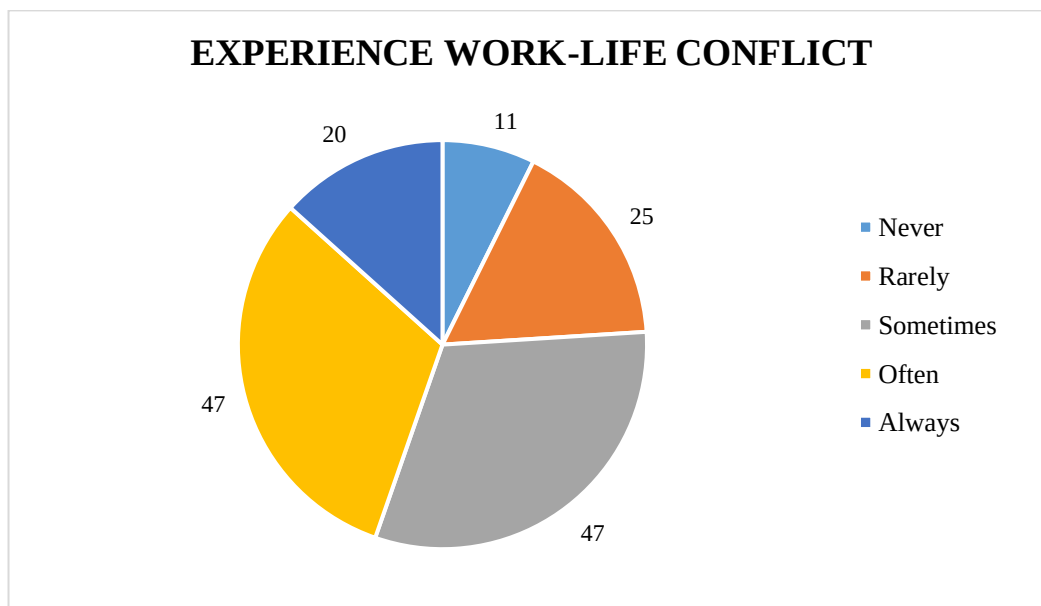


CHART 4.1.26: Chart representing on how often the respondents experience work-life conflict

TABLE 4.1.27

Table indicating the average working hours a week with satisfaction level of working hours of the respondents

AVERAGE WORKING HOURS A WEEK	SATISFACTION LEVEL OF WORKING HOURS					Total
	HIGHLY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	HIGHLY UNSATISFIED	
40-50 hrs	17	38	8	1	1	65
51-54 hrs	0	14	23	13	2	52
55-60 hrs	0	5	2	12	2	21
60+ hrs	0	4	0	2	6	12
Total	17	61	33	28	11	150

The above table shows the relationship between average working hours per week and satisfaction level of working hours of the respondents. When the average working hours is between 40-50 hours then the satisfaction level is higher whereas, the satisfaction level of working hours is lower when the working hours exceed 50 hours per week.

It can be inferred from the table that majority of the respondents whose average working hours are 40-50 hours a week are satisfied with their working hours.

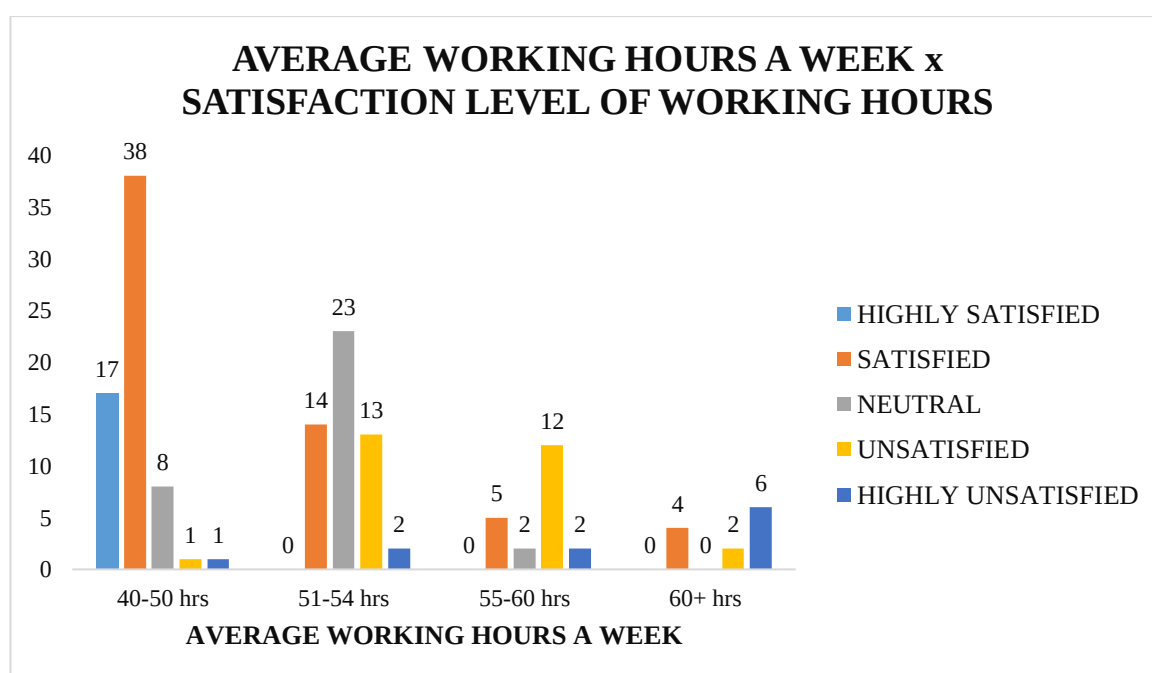


CHART 4.1.27: Chart representing the average working hours a week with satisfaction level of working hours of the respondents

TABLE 4.1.28

Table indicating the workplace comfortability with shifts preferred by the respondents

WORKPLACE COMFORTABILITY	SHIFTS PREFERRED			
	DAY SHIFT	NIGHT SHIFT	ALTERNATE SHIFT	Total
Very Comfortable	18	1	6	25
Comfortable	37	1	5	43
Neutral	41	0	10	51
Uncomfortable	19	0	3	22
Very Uncomfortable	6	0	3	9
Total	121	2	27	150

The above table shows the relationship between the shifts preferred and the workplace comfortability of the respondents. It is evident from the table that only 2 from the total sample chose night shift whereas majority of the respondents chose day shift as the preferred shift and the respondents are more comfortable working in the day shift rather than alternate or night shift.

It can be inferred from the table that majority of the respondents who prefer day shift for an effective outcome have a neutral feeling about the workplace comfortability.

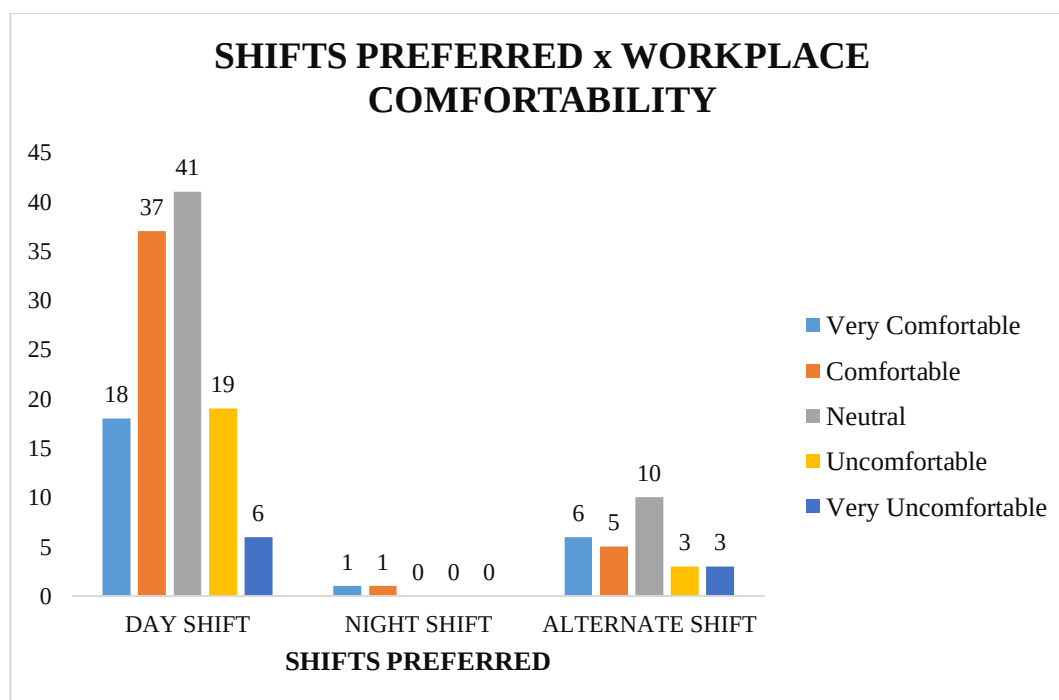


CHART 4.1.28: Chart representing the workplace comfortability with shifts preferred by the respondents

TABLE 4.1.29

Table indicating the gender with availability of crèche facility for the respondents

GENDER	AVAILABILITY OF CRÈCHE FACILITY		Total
	Yes	No	
Female	32	58	90
Male	20	40	60
Total	52	98	150

The above table shows the relationship between gender and if the crèche facility is available to the respondents. Most of the female respondents do not have a crèche facility in their company, it is the same with the male respondents.

It can be inferred from the table that majority of the female respondents are not provided with the availability of crèche facility in their company.

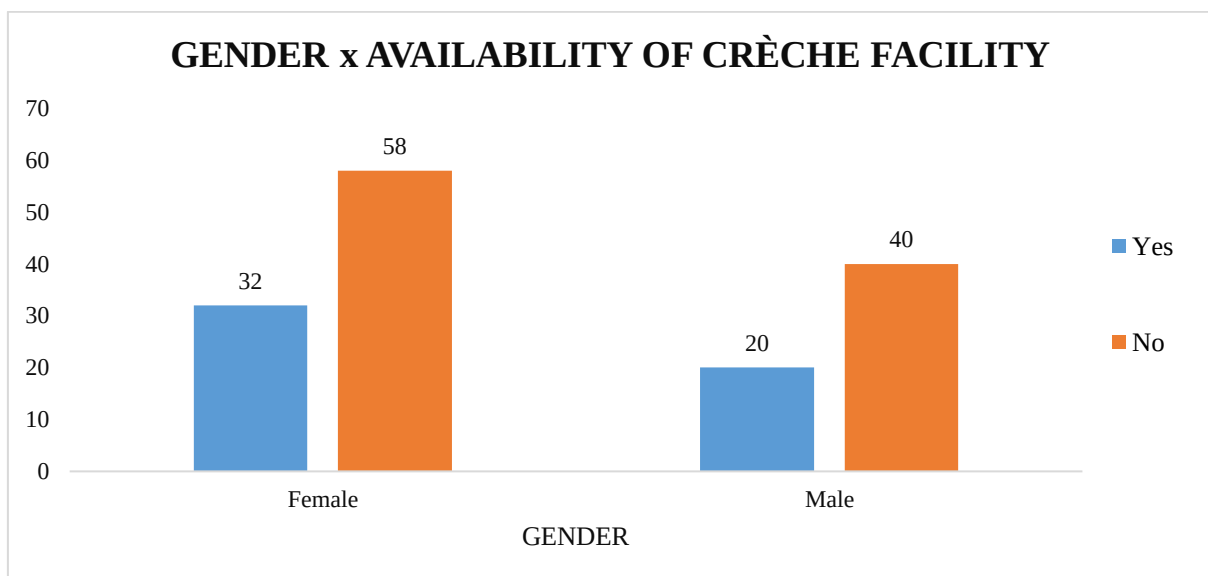


CHART 4.1.29: Chart representing the gender with availability of crèche facility for the respondents

TABLE 4.1.30

Table indicating the gender with technology in company support work-life integration of the respondents

GENDER	TECHNOLOGY IN COMPANY SUPPORT WORK-LIFE INTEGRATION					Total
	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	
Female	13	42	26	8	1	90
Male	15	16	25	3	1	60
Total	28	58	51	11	2	150

The above table shows the relationship between gender and if the technology in their company support work-life integration of the respondents. It is evident that the female employees agree with the statement whereas the male respondents are vague with the technology development in their company and are not aware if the technology in their company support work-life integration or not.

It can be inferred from the table that majority of the female respondents agree that the technology in their company support work-life integration.

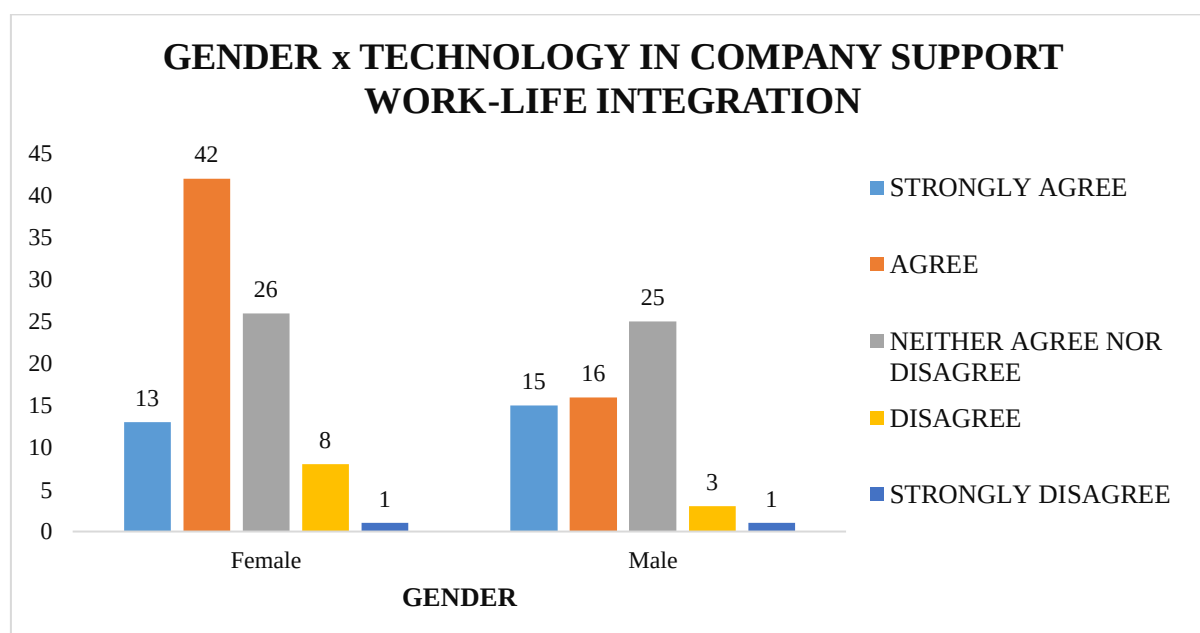


CHART 4.1.30: Chart representing the gender with technology support work-life integration of the respondents

TABLE 4.1.31

Table indicating the gender with rating the respondents as an anywhere worker

GENDER	RATING AS AN ANYWHERE WORKER					Total
	VERY GOOD	GOOD	FAIR	POOR	VERY POOR	
Female	18	37	21	10	4	90
Male	10	22	16	12	0	60
Total	28	59	37	22	4	150

The above table shows the relationship between gender and how good are the respondents as an anywhere worker. It is very evident that female respondents tend to believe that they can be an anywhere worker but the male respondents do not firmly believe in being an anywhere worker.

It can be inferred from the table that majority of the female respondents believe that they are good as an anywhere worker.

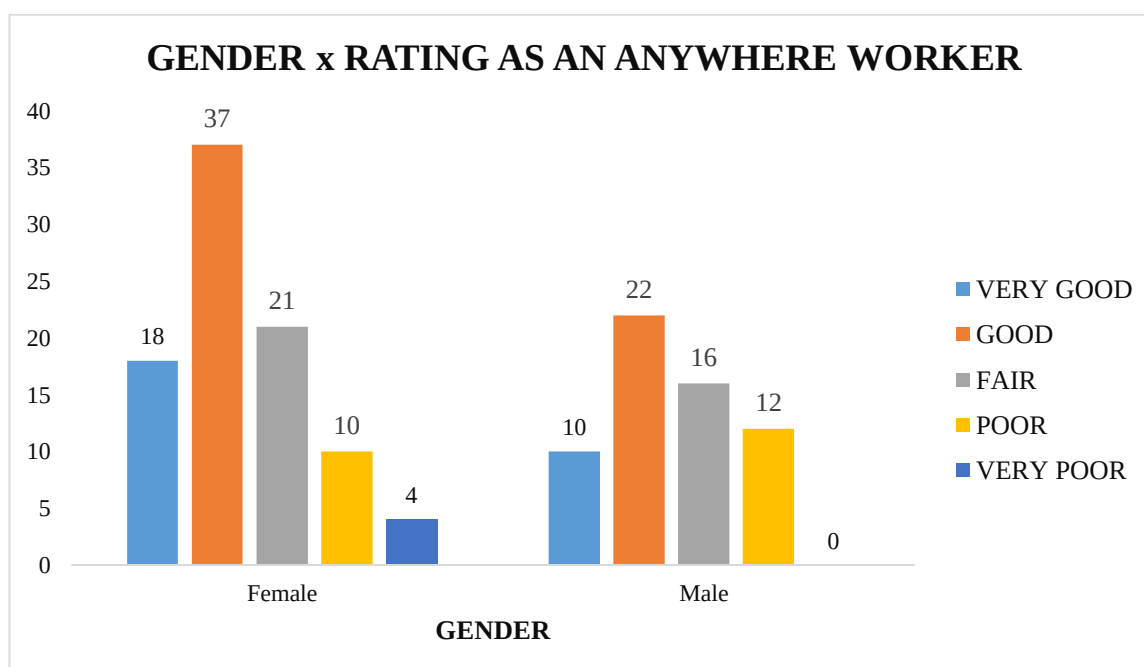


CHART 4.1.31: Chart representing the gender with rating the respondents as an anywhere worker

4.2 STATISTICAL ANALYSIS

4.2.1 CORRELATION

(i) Relationship between average working hours a week and satisfaction level of working hours

NULL HYPOTHESIS (H₀): There is no significant relationship between average working hours a week and satisfaction level of working hours.

ALTERNATIVE HYPOTHESIS (H₁): There is a significant relationship between average working hours a week and satisfaction level of working hours.

TABLE 4.2.1.1

Table indicating the relationship between average working hours a week and satisfaction level of working hours

Correlations		Average working hours a week	Satisfaction level of working hours
Average working hours a week	Pearson Correlation	1	.587**
	Sig. (2-tailed)		.000
	N	150	150
Satisfaction level of working hours	Pearson Correlation	.587**	1
	Sig. (2-tailed)	.000	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

From the TABLE 4.2.1.1, we can find that the correlation between average working hours a week and satisfaction level of working hours is .587. Based on the correlation coefficient, we can infer that the relationship between the two variables is a **moderate positive correlation**.

Since, the p-value is .000, the **Null Hypothesis (H₀) is rejected** at 1% level of significance (0.01). Hence, it can be concluded that there is a significant relationship between average working hours a week and satisfaction level of working hours.

(ii) Relationship between flexible work timing and work-life conflict

NULL HYPOTHESIS (H0): There is no significant relationship between flexible work timing and work-life conflict.

ALTERNATIVE HYPOTHESIS (H1): There is a significant relationship between flexible work timing and work-life conflict.

TABLE 4.2.1.2

Table indicating the relationship between flexible work timing and work-life conflict

		Correlations	
		Work-life conflict	Flexible work timing
Work-life conflict	Pearson Correlation	1	.533**
	Sig. (2-tailed)		.000
	N	150	150
Flexible work timing	Pearson Correlation	.533**	1
	Sig. (2-tailed)	.000	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

From the TABLE 4.2.1.2, we can find that the correlation between flexible work timing and work-life conflict is .533. Based on the correlation coefficient, we can infer that the relationship between the two variables is a **moderate positive correlation**.

Since, the p-value is .000, the **Null Hypothesis (H0) is rejected** at 1% level of significance (0.01). Hence, it can be concluded that there is a significant relationship between flexible work timing and work-life conflict.

4.2.2 ONE-WAY ANOVA

(i) Difference between shifts preferred and workplace comfortability

NULL HYPOTHESIS (H0): There is no significant difference between shifts preferred and workplace comfortability.

ALTERNATIVE HYPOTHESIS (H1): There is a significant difference between shifts preferred and workplace comfortability.

TABLE 4.2.2.1

Table indicating the difference between shifts preferred and workplace comfortability

ANOVA					
Workplace comfortability					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.722	2	1.361	1.114	.331
Within Groups	179.551	147	1.221		
Total	182.273	149			

TABLE 4.2.2.2

Table indicating the multiple comparisons between shifts preferred and workplace comfortability

Multiple Comparisons

Dependent Variable: Workplace comfortability

Tukey HSD

(I) Shifts preferred	(J) Shifts preferred	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Day Shift	Night Shift	1.153	.788	.312	-.71	3.02
	Alternate Shifts	-.051	.235	.975	-.61	.51
Night Shift	Day Shift	-1.153	.788	.312	-3.02	.71
	Alternate Shifts	-1.204	.810	.300	-3.12	.71
Alternate Shifts	Day Shift	.051	.235	.975	-.51	.61
	Night Shift	1.204	.810	.300	-.71	3.12

INTERPRETATION

From the TABLE 4.2.2.1, we can infer that the p-value (.331) is greater than 0.05, so the **Null Hypothesis (H0) is accepted** at 5% level of significance (0.05). In the TABLE 4.2.2.2, using Post Hoc- Tukey HSD test, we can look at multiple

comparisons between each category of both the variables. We can infer that none of the value is less than 0.05.

Hence, it can be concluded that there is no significant difference between shifts preferred and workplace comfortability.

4.2.3 CHI-SQUARE TEST

(i) Association between performance targets attainable within the working hours and overstay at office to complete the work

NULL HYPOTHESIS (H0): There is no association between performance targets attainable within the working hours and overstay at office to complete the work.

ALTERNATIVE HYPOTHESIS (H1): There is an association between performance targets attainable within the working hours and overstay at office to complete the work.

TABLE 4.2.3.1

Table indicating the association between performance targets attainable within the working hours and overstay at office to complete the work

Overstay at office to complete the work * Performance Targets attainable within working hours Crosstabulation

			Performance Targets attainable within working hours					Total
			Never	Rarely	Sometimes	Often	Always	
Overstay at office to complete the work	Never	Count	2	3	5	3	3	16
		Expected Count	1.0	3.5	6.3	3.2	2.0	16.0
		% within Overstay at office to complete the work	12.5%	18.8%	31.3%	18.8%	18.8%	100.0%
	Rarely	Count	4	6	10	3	2	25
		Expected Count	1.5	5.5	9.8	5.0	3.2	25.0
		% within Overstay at office to complete the work	16.0%	24.0%	40.0%	12.0%	8.0%	100.0%
	Sometimes	Count	1	5	18	13	9	46
		Expected Count	2.8	10.1	18.1	9.2	5.8	46.0

	Often	% within Overstay at office to complete the work	2.2%	10.9%	39.1%	28.3%	19.6%	100.0%
		Count	1	8	25	8	4	46
		Expected Count	2.8	10.1	18.1	9.2	5.8	46.0
	Always	% within Overstay at office to complete the work	2.2%	17.4%	54.3%	17.4%	8.7%	100.0%
		Count	1	11	1	3	1	17
		Expected Count	1.0	3.7	6.7	3.4	2.2	17.0
	Total	% within Overstay at office to complete the work	5.9%	64.7%	5.9%	17.6%	5.9%	100.0%
		Count	9	33	59	30	19	150
		Expected Count	9.0	33.0	59.0	30.0	19.0	150.0
		% within Overstay at office to complete the work	6.0%	22.0%	39.3%	20.0%	12.7%	100.0%

TABLE 4.2.3.2

Table indicating the chi-square test for the association between performance targets attainable within the working hours and overstay at office to complete the work

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.931 ^a	16	.001
Likelihood Ratio	36.253	16	.003
Linear-by-Linear Association	.398	1	.528
N of Valid Cases	150		

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .96.

INTERPRETATION

From the TABLE 4.2.3.2, we can infer that the Pearson Chi-square value is 38.931 and the p-value (.001) is less than 0.05, so the **Null Hypothesis (H0) is rejected** at 5% level of significance (0.05).

Hence, it can be concluded that there is an association between performance targets attainable within the working hours and overstay at office to complete the work.

(ii) Association between work-life conflict and work related stress/ issues

NULL HYPOTHESIS (H0): There is no association between work-life conflict and work related stress/ issues.

ALTERNATIVE HYPOTHESIS (H1): There is an association between work-life conflict and work related stress/ issues.

TABLE 4.2.3.3

Table indicating the association between work-life conflict and work related stress/ issues

Work related stress/ issues * Work-life conflict Crosstabulation

			Work-life conflict					
			Never	Rarely	Sometimes	Often	Always	Total
Work related stress/ issues	Never	Count	10	0	0	0	0	10
		Expected Count	.7	1.9	3.7	2.7	.9	10.0
		% within Work related stress/ issues	100.0 %	0.0%	0.0%	0.0%	0.0%	100.0%
	Rarely	Count	0	29	0	0	0	29
		Expected Count	1.9	5.6	10.8	7.9	2.7	29.0
		% within Work related stress/ issues	0.0%	100.0 %	0.0%	0.0%	0.0%	100.0%
	Sometimes	Count	0	0	56	0	0	56
		Expected Count	3.7	10.8	20.9	15.3	5.2	56.0
		% within Work related stress/ issues	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	Often	Count	0	0	0	41	0	41
		Expected Count	2.7	7.9	15.3	11.2	3.8	41.0
		% within Work related stress/ issues	0.0%	0.0%	0.0%	100.0 %	0.0%	100.0%
	Always	Count	0	0	0	0	14	14
		Expected Count	.9	2.7	5.2	3.8	1.3	14.0
		% within Work related stress/ issues	0.0%	0.0%	0.0%	0.0%	100.0 %	100.0%
Total	Count	10	29	56	41	14	150	

Expected Count	10.0	29.0	56.0	41.0	14.0	150.0
% within Work related stress/ issues	6.7%	19.3%	37.3%	27.3 %	9.3%	100.0%

TABLE 4.2.3.4

Table indicating the chi-square test for the association between work-life conflict and work related stress/ issues

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	91.127 ^a	16	.000
Likelihood Ratio	80.077	16	.000
Linear-by-Linear Association	42.321	1	.000
N of Valid Cases	150		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .80.

INTERPRETATION

From the TABLE 4.2.3.4, we can infer that the Pearson Chi-square value is 91.127 and the p-value (.000) is less than 0.05, so the **Null Hypothesis (H₀) is rejected** at 5% level of significance (0.05).

Hence, it can be concluded that there is an association between work-life conflict and work related stress/ issues.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

5.1.1 FINDINGS FROM PERCENTAGE ANALYSIS

- It is found that majority of the respondents (60%) are female respondents.
- It is found that majority of the respondents (76%) have a work experience of 0-5 years in the IT industry.
- It is found that majority of the respondents (43.33%) are working between 40-50 hours a week.
- It is found that majority of the respondents (80.67%) prefer day shift for an effective outcome.
- It is found that majority of the respondents (36.67%) prefer both home and office as the comfortable work place for high productivity.
- It is found that majority of the respondents prefer mail as the comfortable mode of communication.
- It is found that majority of the respondents (40.67%) are satisfied with their working hours.
- It is found that majority of the respondents (27.33%) are unsatisfied with the time they spend with their family.
- It is found that majority of the respondents (32.67%) are neither satisfied nor unsatisfied with their career prospects.
- It is found that majority of the respondents (28.67%) disagree that they have a flexible work timing.
- It is found that majority of the respondents (52%) agree that their company rapidly advance in technology.
- It is found that majority of the respondents (26.67%) agree that it is easy to avail leave for personal work.
- It is found that majority of the respondents (38.67%) agree that their company supports work-life integration.
- It is found that majority of the respondents (39.33%) consider that they are good as an anywhere worker.

- It is found that majority of the respondents (65.33%) do not have crèche facility available in their company.
- It is found that majority of the respondents (34%) are comfortable with their work place.
- It is found that majority of the respondents (26.67%) often check their emails when at home/ vacation.
- It is found that majority of the respondents (30.67%) are sometimes allowed to leave early and take support calls/ emails from home.
- It is found that majority of the respondents (36.67%) can sometimes balance their professional and personal life.
- It is found that majority of the respondents (74%) are never allowed to bring their child/dog to their workplace.
- It is found that majority of the respondents (39.33%) performance targets are sometimes attainable within the working hours.
- It is found that majority of the respondents (47.33%) sometimes have refreshment in a day.
- It is found that majority of the respondents (36%) sometimes skip their meals due to work.
- It is found that majority of the respondents (37.33%) sometimes face work related stress/ issues.
- It is found that majority of the respondents (30.67%) often overstay at the office to complete the work.
- It is found that majority of the respondents (31.33%) often experienced work-life conflict.
- It is found that majority of the respondents (25.33%) whose average working hours are 40-50 hours a week are satisfied with their working hours.
- It is found that majority of the respondents (27.33%) who prefer day shift for an effective outcome have a neutral feeling about the workplace comfortability.
- It is found that majority of the female respondents (38.66%) are not provided with the availability of crèche facility in their company.
- It is found that majority of the female respondents (28%) agree that the technology in their company support work-life integration.

- It is found that majority of the female respondents (24.66%) believe that they are good as an anywhere worker.

5.1.2 FINDINGS FROM STATISTICAL ANALYSIS

5.1.2.1 CORRELATION

- As per the statistical analysis in **Correlation**, it is found that there is a significant relationship between average working hours a week and satisfaction level of working hours.
- As per the statistical analysis in **Correlation**, it is found that there is a significant relationship between flexible work timing and work-life conflict.

5.1.2.2 ONE-WAY ANOVA

- As per the statistical analysis in **One-way ANOVA**, it is found that there is no significant difference between shifts preferred and workplace comfortability.

5.1.2.3 CHI-SQUARE TEST

- As per the statistical analysis in **Chi-square test**, it is found that there is an association between performance targets attainable within the working hours and overstay at office to complete the work.
- As per the statistical analysis in **Chi-square test**, it is found that there is an association between work-life conflict and work related stress/ issues.

5.2 SUGGESTIONS

Based on the study following are some of the suggestions proposed to the employees in the IT Industry.

- To bring the best out of the employees and to avoid work-life conflict, there should be flexible timing.
- The company can provide the employees with an option to choose their preferred shift.
- All employees should be trained on how to use the latest technology effectively to make Work-Life integration more effective.
- The employees can be offered with an exciting vacation plans, so that they may come out with more effort.
- It will be better if the company provides crèche facility which may be helpful for female employees to concentrate more on work and even spend more time in work.
- The wealth of the employees should be taken care of by providing periodical health checkups and suggestion.
- The employees must be encouraged to work only during the working hours and not to work overtime or overstay at office.

We will still have trouble with work-life integration if going to work feels like smashing our head 24/7 every day. “Work” and “life” are basically the same for us now. But that doesn’t mean we should let either of them get on our nerves. If we protect the glue that holds our work and life together, we also protect everything that matters.

5.3 CONCLUSION

Research shows that a critical aspect of integrating work/life facets is the degree to which we manage family interrupting work or work interrupting family. If so, we might be an integrator. Maybe we are more of a Separator and we tend to keep these tasks separated into defined blocks of time. If we are a Cyclers we might switch back and forth between cycles of either highly integrating family and work followed by periods of intentionally separating them. Recognizing which of these behavior patterns most naturally fit us and creating a strategy that takes them into account becomes a starting point for integration. None of these types is inherently better.

Work-focused people tend to identify themselves through their work roles—manager, vice president, leader. Family-focused people see themselves primarily as a parent, spouse, or friend. Dual-focused individuals identify with and invest in themselves equally in both roles. Most executives initially claim to be dual-focused. More often they are not, their actions say otherwise. Other-focused individuals primarily invest in interests that do not connect directly to work or family. It's important to recognize which of these are ideal for us.

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APPENDIX – I
QUESTIONNAIRE

**A CRITICAL STUDY ON WORK-LIFE INTEGRATION OF EMPLOYEES IN IT
INDUSTRY**

SECTION A

1. Enter your name.

2. Enter your current job designation.

3. Enter your age.

4. Gender

☐ **Female** ☐ **Male**

5. How long have you been working in the organization?

☐ **0-5 years** ☐ **6-10 years** ☐ **11-15 years** ☐ **15+ years**

SECTION B

6. What is your average working hours a week?

☐ **40-50 Hrs.** ☐ **51-54 Hrs.** ☐ **55-60 Hrs.** ☐ **60+ Hrs.**

7. Which shift do you prefer for an effective outcome?

☐ **Alternate shifts** ☐ **Day shift** ☐ **Night Shift**

8. Which is your comfortable work place for high productivity?

☐ **Home** ☐ **Office** ☐ **Both**

9. Which is your comfortable mode of communication?

☐ **In-person** ☐ **Mail** ☐ **Video conference** ☐ **Others**

On a scale of 1 to 5, 1 being Highly Satisfied and 5 being Highly Unsatisfied, Answer the following questions.

1 – Highly Satisfied, 2 – Satisfied, 3 – Neutral, 4 – Unsatisfied, 5 – Highly Unsatisfied

	How satisfied...	1	2	3	4	5
10.	...are you with your working hours?	☐	☐	☐	☐	☐
11.	...are you with the time you spend with your family?	☐	☐	☐	☐	☐
12.	...are you with your career prospects?	☐	☐	☐	☐	☐

Indicate your opinion about the following statements using the scale below:

1– Strongly Agree, 2 – Agree, 3 – Neither Agree nor Disagree, 4 – Disagree, 5 – Strongly Disagree

	STATEMENTS	1	2	3	4	5
13.	I have a flexible work timing.	☐	☐	☐	☐	☐
14.	Your company rapidly advance in technology.	☐	☐	☐	☐	☐
15.	Easy to avail leave for personal work.	☐	☐	☐	☐	☐
16.	Technology in your company support work-life integration.	☐	☐	☐	☐	☐

17. On a scale of 1 to 5, 1 being Very Good and 5 being Very Poor, how would you rate yourself as an anywhere worker?

1 – Very Good, 2 – Good, 3 – Fair, 4 – Poor, 5 – Very Poor

1 2 3 4 5
 Very Good ☐ ☐ ☐ ☐ ☐ Very Poor

18. Is there a crèche facility in your company?

☐ **Yes** ☐ **No**

19. On a scale of 1 to 5, 1 being Very Comfortable and 5 being Very Uncomfortable, how comfortable are you with your workplace?

1 – Very Comfortable, 2 – Comfortable, 3 – Neutral, 4 – Uncomfortable, 5 – Very Uncomfortable

1 2 3 4 5

Very Comfortable ☐ ☐ ☐ ☐ ☐ Very Uncomfortable

On a scale of 1 to 5, 1 being Never and 5 being Always, Answer the following questions.

1– Never, 2 – Rarely, 3 – Sometimes, 4 – Often , 5 – Always

	How often...	1	2	3	4	5
20.	...do you check your emails when you are at home/ vacation?	☐	☐	☐	☐	☐
21.	...are you allowed to leave early and take support calls/ emails from home?	☐	☐	☐	☐	☐
22.	...can you balance your professional and personal life?	☐	☐	☐	☐	☐
23.	...are you allowed to bring your child/ dog to your workplace?	☐	☐	☐	☐	☐
24.	...is your performance targets attainable within your working hours?	☐	☐	☐	☐	☐
25.	...do you have refreshment a day?	☐	☐	☐	☐	☐
26.	...do you skip your meal due to work?	☐	☐	☐	☐	☐
27.	...do you face work related stress/ issues?	☐	☐	☐	☐	☐
28.	...do you overstay at office to complete the work?	☐	☐	☐	☐	☐
29.	...do you experience work-life conflict?	☐	☐	☐	☐	☐

APPENDIX – II

JOURNAL

A CRITICAL STUDY ON WORK-LIFE INTEGRATION OF EMPLOYEES IN IT INDUSTRY

Ms. HARRINI U, MBA, SCHOOL OF MANAGEMENT, SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI, INDIA.

Dr. M. LAVANYA, M.B.A., M.Com., M.Phil., Ph.D., SCHOOL OF MANAGEMENT, SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI, INDIA.

ABSTRACT

The purpose of this paper is to investigate how employees in the IT industry perceive themselves in relation to their work and family roles, how they experience these roles, and how they combine their work, how they merge their work, Family and individual self, and also to spot out and discuss the work-life integration among the employees in the industry and suggest them how to integrate the work and life.

The paper reviews the literature about how different components of life can be integrated for managing the boundaries of both work and life effectively.

A survey has been taken to study the work-life integration among the employees working in the IT Industry. That will help us to examine the components that integrate work and life. Also to understand the comfort zone of the employees for a better productivity and their opinion towards their company in terms of work-life integration.

In this paper CORRELATION, ONE-WAY ANOVA and CHI-SQUARE Test is used to test the work-life integration of employees based on the survey.

This paper is to study about all the factors that affect work-life integration and help the employees to work efficiently.

Key words: Work-life integration, working hours, comfort zone, technology, shifts preferred

I. INTRODUCTION

The term "work-life integration" refers to a connection between work and personal life. Professionals must blend their personal and professional lives in order to make both work, according to the new phrase "work-life integration." Many professionals, particularly baby boomers, are unprepared for this major shift because it occurred so quickly, similar to the speed of technology, that it has been difficult to step back and come up with a better solution. On the other hand, millennials have already begun to adjust to this reality. When they leave the office, they are on Facebook chatting with coworkers and responding to business emails.

1.1 What does work-life integration look like?

Work-life balance is no longer a concept. Workers are known to check their emails first thing in the morning or whip out their smartphones while jogging on the treadmill. Work and life have essentially become two halves of the same whole, rather than two incompatible components squished together uncomfortably. Work-life balance means that your work and personal life are in sync.

Work-life integration success varies from person to person, and it is not always a 50/50 partnership.

1.2 Objective

To understand the work-life integration level of the employees.

1.3 Reasons for work-life integration

- The lines between family and work are becoming increasingly blurred.
- Employees are willing to sacrifice personal time for work, and many are unable to do so.
- Employees are working from home in greater numbers than ever before.

1.4 Work-life integration also includes the following:

- Gym, yoga, exercise, or walking clubs in the office.
- Getting out of work early and responding to emails from home.
- Having your company pay for you to take a course in something you're interested in.

1.5 Challenges of work-life integration

- Employees have traditionally struggled to balance the competing demands of work and family life under the assumption that they were solely responsible for managing their own balancing acts and could not expect significant assistance from their employers.
- When work and family demands are both high and difficult to meet, employees are more likely to experience work-family conflict.
- Employees from dual-earner families (the study's subjects) are more likely to have work-family conflicts.

II. REVIEW OF LITERATURE

2.1 Technology, organizations, and work-life integration - *P. Monique Valcour Larry W. Hunter (2005):*

The research looks at how technology influences work-life integration, which is defined as "a perceptual phenomenon characterized by a sense of having satisfactorily resolved the multiple demands" of work and non-work domains. Technology has been shown to have different effects on different aspects of work-life integration, according to research.

2.2 Work-Life-Integration through Flexible Work Arrangements: A Holistic Approach to Work Life Balance - *Sourabh Munjal (2017):*

This study demonstrates that striking a work-life balance in today's world is extremely difficult. It is necessary to break the boundaries of two domains and integrate them in order to achieve a working balance. Work-life integration relies heavily on flexible work arrangements. Work-life integration has many benefits, but it also has some drawbacks, as with any other initiative. Integrating beyond the point of no return may result in a shambles across the board.

2.3 Work–Life Integration and Workplace Rights for Domestic Workers in Support to Elderly Persons - *Diane-Gabrielle Tremblay, Ilda Ilse Ilima (2015):*

Employees working in support services in domestic work for elderly people face a real challenge in balancing work and family, according to the study; their workplace rights on this issue are limited, and they rely heavily on managers'

understanding and support. The findings point to two major sources of differentiation: age and being a single parent. Finally, some suggestions, including the Right to Request, which appears to be the best option, though more research is required.

2.4 Work-life integration: experiences of mid-career professional working mothers - *Alma M. McCarthy, Geraldine Grady (2008):*

The purpose of this paper is to investigate how mid-career skilled mothers perceive themselves in terms of their work and family roles, how they master these roles, how they integrate their work, family, and individual selves, and what meaning they derive from this integration. The study raises important issues for the management of skilled operating mothers, and the study's implications for people and organizations have begun. It claims that these women's means were formed by a posh relationship of labor-related dynamics and private factors, despite competing priorities of work, family, and personal lives.

2.5 Work–Life Integration: Present Dynamics and Future Directions for Organizations - *Brad Harrington, Jamie J. Ladge (2009):*

The goal of the study was to identify key trends that impact the work–life field, and to determine future directions for organizations in responding to these challenges. The results were findings and recommendations regarding how the work–life movement has affected more broad-based changes in workforce management and projections for how the movement might continue to grow and evolve in the future.

III. RESEARCH METHODOLOGY

3.1 Population and sample size:

Employees of the IT industry make up the population, which is indefinite. The sample size is limited to 150. In this study, stratified random sampling is combined with a descriptive research design.

3.2 Data:

The research uses both primary and secondary data. Primary data was gathered for the questionnaire through survey, and secondary data was gathered from various literature reviews.

3.3 Theoretical Framework:

The dependent variables are Satisfaction level of working hours, Flexible work timing, overstay at office to complete the work, work related stress/ issues. The independent variables are average working hours a week, work-life conflict, shifts preferred, workplace comfortability. Age, gender and job tenure are the control variables, which will remain constant throughout the paper.

IV. RESULTS AND DISCUSSIONS

4.1 Demographics Profile

Table 4.1 Percentage analysis of demographic factors

FACTORS	DIMENSIONS	NUMBER OF RESPONDENTS	PERCENTAGE
GENDER	Female	90	60
	Male	60	40
WORK EXPERIENCE	0-5 years	114	76
	6-10 years	30	20
	11-15 years	6	4
	15+ years	0	0
AVERAGE WORKING HOURS	40-50 Hrs.	65	43.33
	51-54 Hrs.	52	34.67
	55-60 Hrs.	21	14
	60+ Hrs.	12	8

SHIFTS PREFERRED	Alternate shifts	22	18
	Day shift	121	80.67
	Night shift	2	1.33

Interpretation:

It can be inferred from the table that majority (60%) of the respondents are female.

It can be inferred from the table that majority (76%) of the respondents have a work experience of 0-5 years in the IT industry.

It can be inferred from the table that majority (43.33%) of the respondents are working between 40-50 hours a week.

It can be inferred from the table that majority (80.67%) of the respondents prefer day shift for an effective outcome.

4.2 Relationship between average working hours a week and satisfaction level of working hours

NULL HYPOTHESIS (H₀): There is no significant relationship between average working hours a week and satisfaction level of working hours.

ALTERNATIVE HYPOTHESIS (H₁): There is a significant relationship between average working hours a week and satisfaction level of working hours.

Table 4.2 Correlation analysis of average working hours a week and satisfaction level of working hours

Correlations		Average working hours a week	Satisfaction level of working hours
Average working hours a week	Pearson Correlation	1	.587
	Sig. (2-tailed)		.000

	N	150	150
Satisfaction level of working hours	Pearson Correlation	.587	1
	Sig. (2-tailed)	.000	
	N	150	150

Interpretation:

Since, the p-value is .000, the **Null Hypothesis (H0) is rejected** at 1% level of significance (0.01). Hence, it can be concluded that there is a significant relationship between average working hours a week and satisfaction level of working hours.

4.3 Relationship between flexible work timing and work-life conflict

NULL HYPOTHESIS (H0): There is no significant relationship between flexible work timing and work-life conflict.

ALTERNATIVE HYPOTHESIS (H1): There is a significant relationship between flexible work timing and work-life conflict.

Table 4.3 Correlation analysis of flexible work timing and work-life conflict

Correlations		Work-life conflict	Flexible work timing
Work-life conflict	Pearson Correlation	1	.533
	Sig. (2-tailed)		.000
	N	150	150
Flexible work timing	Pearson Correlation	.533	1
	Sig. (2-tailed)	.000	
	N	150	150

Interpretation:

Since, the p-value is .000, the **Null Hypothesis (H0) is rejected** at 1% level of significance (0.01). Hence, it can be concluded that there is a significant relationship between flexible work timing and work-life conflict.

4.4 Difference between shifts preferred and workplace comfortability

NULL HYPOTHESIS (H0): There is no significant difference between shifts preferred and workplace comfortability.

ALTERNATIVE HYPOTHESIS (H1): There is a significant difference between shifts preferred and workplace comfortability.

Table 4.4 One-way ANOVA between shifts preferred and workplace comfortability

ANOVA					
Workplace comfortability					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.722	2	1.361	1.114	.331
Within Groups	179.551	147	1.221		
Total	182.273	149			

Interpretation:

We can infer that the p-value (.331) is greater than 0.05, so the **Null Hypothesis (H0) is accepted** at 5% level of significance (0.05). Hence, it can be concluded that there is no significant difference between shifts preferred and workplace comfortability.

4.5 Association between performance targets attainable within the working hours and overstay at office to complete the work

NULL HYPOTHESIS (H0): There is no association between performance targets attainable within the working hours and overstay at office to complete the work.

ALTERNATIVE HYPOTHESIS (H1): There is an association between performance targets attainable within the working hours and overstay at office to complete the work.

Table 4.5 Chi-square test for performance targets attainable within the working hours and overstay at office to complete the work

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.931	16	.001
Likelihood Ratio	36.253	16	.003
Linear-by-Linear Association	.398	1	.528
N of Valid Cases	150		

Interpretation:

We can infer that the Pearson Chi-square value is 38.931 and the p-value (.001) is less than 0.05, so the **Null Hypothesis (H0) is rejected** at 5% level of significance (0.05). Hence, it can be concluded that there is an association between performance targets attainable within the working hours and overstay at office to complete the work.

4.6 Association between work-life conflict and work related stress/ issues

NULL HYPOTHESIS (H0): There is no association between work-life conflict and work related stress/ issues.

ALTERNATIVE HYPOTHESIS (H1): There is an association between work-life conflict and work related stress/ issues.

Table 4.6 Chi-square test for work-life conflict and work related stress/ issues

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	91.127	16	.000
Likelihood Ratio	80.077	16	.000
Linear-by-Linear Association	42.321	1	.000
N of Valid Cases	150		

Interpretation:

We can infer that the Pearson Chi-square value is 91.127 and the p-value (.000) is less than 0.05, so the **Null Hypothesis (H0) is rejected** at 5% level of significance (0.05). Hence, it can be concluded that there is an association between work-life conflict and work related stress/ issues.

V. CONCLUSION

In order to integrate work and life roles, we must first understand ourselves. Do we see ourselves as primarily work-focused, family-focused, a combination of the two— or something else entirely?

People who are focused on their jobs tend to identify themselves by their job titles— manager, vice president, or leader. People who prioritize family see themselves as primarily a parent, spouse, or friend. In both roles, dual-focused individuals identify with and invest in themselves equally. Most executives claim to be dual-focused at first. The majority of the time, they are not, as evidenced by their actions. Other-focused people put their money into things that aren't directly related to work or family.

According to research, the degree to which we manage work interrupting family or work interrupting family is a critical aspect of integrating work/life facets. We might be an integrator if that's the case. Perhaps we are more of a Separator, and we prefer to divide these tasks into time blocks. If you're a cyclor, you might alternate

between periods of intensely integrating family and work and periods of deliberately separating them. Recognizing which of these behavior patterns fits us best and developing a strategy that incorporates them is the first step toward integration. Because none of these types are inherently superior, it's critical to understand which one is right for you.

VI. RECOMMENDATIONS

Following are some of the recommendations made to IT industry employees based on the study.

Work-Life Integration is found to be more effective only when employees are given the freedom to work at their own pace. This is because if they have more free time, they will be able to focus more on producing high-quality work. Otherwise, their mind will be preoccupied with staying on schedule rather than with their work. As a result, flexible scheduling is necessary to get the best out of employees and avoid work-life conflicts.

In addition, the majority of respondents prefer day shift over night shift for the best results. Employees can choose their preferred shift if the company allows them to do so.

According to the study, the majority of employees agree that their company is rapidly advancing in technology and that technology supports work-life integration, but they are hesitant to use the technology to its full potential. To make Work-Life integration more effective, all employees should be trained on how to use the latest technology effectively.

Vacations act as mental boosters, allowing employees to return to work with a bang and renewed vigor. When employees are at home or on vacation, nearly 52 percent of them check their emails. This demonstrates their accountability. As a result, when they are presented with these exciting vacation plans, they may exert greater effort.

It would be preferable if the company provided a crèche, which would allow female employees to focus more on their work and even spend more time at work.

Employees should be encouraged to work only during normal business hours and not to work overtime or stay late at the office.

If going to work every day feels like slamming our heads against a wall, we'll still have trouble integrating work and life. We now consider "work" and "life" to be essentially the same thing. That isn't to say we should let either of them irritate us.

If we protect the glue that holds our work and life together, we also protect everything that matters.

VII. REFERENCES

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