

Work Life Balance: Practices provided by Information Technology Organizations

Shalini Srivastava

Research Scholar,
Dept. of Business Studies,
Joseph School of Business
Studies and Commerce,
SHUATS, Prayagraj
India

Archana Chandra

Associate Professor,
Dept. of Commerce,
Joseph School of Business
Studies,
SHUATS, Prayagraj, U.P.,
India

Abstract

It is imperative for organizations to adapt the human resource strategies and relevant policies to accommodate the work-life needs of a diverse workforce in the current business environment. Work-life balance practices are deliberate organizational changes in programs or Organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The present study aims to find out the Work Life Balance practices provided by selected Information Technology organizations in Uttar Pradesh. Data was collected from female employees of selected IT companies located in Ghaziabad and Lucknow. Findings indicate that the selected IT companies provided some basic facilities in an attempt to balance work and life of their employees namely; provision of mobile phone, health checkups, maternity and paternity leave, relocation facilities and choices according to family needs, flexi-time and also transportation to and from work and home. 78.9 % of the respondents reportedly felt that such practices facilitated them in balancing their work and life. Almost 60% of the respondents were either satisfied with the work life balance practices of their respective companies and only 11.6 % were dissatisfied. 28.4 % were neither satisfied nor dissatisfied with the provisions made towards work-life balance.

Keywords: Work Life Balance, Job Satisfaction, Practices and Policies.

Introduction

Work Life Balance is a broad concept involving proper prioritizing between “work” on one hand and “life” on another. The term Work Life Balance is sometimes used interchangeably with the term Work-Family Balance. However, the latter term is very limited in its scope including only the responses of work and family.

2000	Clark	“Work-life balance is satisfaction and good functioning at work and at home with a minimum of role conflict”
2006	Greenhaus & Allen	“Work Life Balance is the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life-role priorities at a given point in time”
2010	Ioan Lazar et al.	“Work Life Balance, the quality relationship between paid work and unpaid responsibilities is critical for success in today’s competitive business world.”

There is a requirement for organizations to adapt the human resource strategies and relevant policies to accommodate the work-life needs of a diverse workforce in the current business environment. Vlems (2005) studied various types of work life balance practices that can be adopted by organizations to improve the work life balance of their employees practices like flexi time, compressed working hours, job-sharing, career breaks and sabbaticals, telecommunicating ,time management, compressed work weeks, self-rostering, tele-working, child care, maternity leave, paternity leave etc.

Work-life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to organizational performance and satisfaction level. The employee's engagement is an important paradigm shift that is still very much the IT organizations are increasingly pressured to design various kinds of Policies and practices, intended to facilitate female employees' efforts to fulfill both their employment related and their personal commitments. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. (Mc Pherson and Reed 2007, 2013).

Research has indicated that those employees who have some form of control over their working environment tend to suffer less stress-related ill-health, with clear implications for the concept of work-life balance. According to Jim Bird, CEO of Worklifebalance.com (an international work-life balance and consulting company), "Work-life balance is meaningful achievement and enjoyment in everyday life". Also he believes that to achieve better work-life balance, each individual needs to work smarter- to get more done in less time. The primary way companies can help facilitate work-life balance for their employees is through work-life practices, that are usually associated with flexible working and reductions in working time or family-friendly policies. Even if many companies have extensive work-life programs, most have not yet changed their organizational cultures to support employees and managers who want to use work-life options. Research by Kenexa Research Institute in 2007 shows that those employees who were more favorable toward their organization's efforts to support work-life balance also indicated a much lower intent to leave the organization, greater pride in their organization, a willingness to recommend it as a place to work and higher overall job satisfaction.

Review of Literature

"Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities" (Kalliath and Brough, 2008). Organizations can implement various work-life balance initiatives that may assist to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies which include but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks,

parental leave, telecommuting, on-site child care facility. (Hartel et al (2007). Work Life Balance and job satisfaction are positively related to each other and burnout is negatively-related with job satisfaction. Information Technology industry has lowers job satisfaction and Work Life Balance than ITES industry. (Kanwar and Kodwani (2009). All factors of Work Life Balance were found to be directly and positively related to job satisfaction and showed a significant impact on job satisfaction. In addition, employers may provide a range of benefits related to employees' health and well-being, including extended health insurance for the employee and dependents, personal days, and access to programs or services to encourage fitness and physical and mental health. Still, other practices may support children's education, employees' participation in volunteer work, or facilitate phased retirement. (Lalitha Kumari 2012) The nature of work life approaches is progressively winding up some portion of the business technique and the emphasis is on the capability of these arrangements to impact employee's quality of working life and all the more imperatively to enable them to keep up work-life balance with equivalent consideration on execution, duty at work and employment fulfillment. (Jane and James (2014) A high correlation existed between work task and employee satisfaction with a mediator variable namely work-life balance. (Sakthivel Rania, Kamalanabhanb and Selvarania (2011)

Research Question

The question is what are the Work life balance practices provided to employees, particularly female employees of Information Technology organizations in Uttar Pradesh are such work life balance practices limited to the so called Information Technology hubs located in Hyderabad, Bangalore, Pune, and Mumbai or do the Information Technology companies in small towns of Uttar Pradesh also follow such practices to improve the quality of work life of their employees.

Objective of the Study

To find out the Work Life Balance practices provided by selected Information Technology Organizations in Uttar Pradesh.

Research Methodology

This is a descriptive study carried out in Lucknow and Ghaziabad in the state of Uttar Pradesh. 100 companies were selected using non probability purposive sampling. Data was collected through a questionnaire from available female employees of the selected companies. A total numbers of 550 female employees participated in the study.

Findings

Facilities provided by IT organizations that help in work life balance

Employees have communicated with respect to the work arrangements made by the organization. Table 1 presents the work life balance practices provided by organizations, as reported by the respondents.

Table 1
Work life balance practices provided by the IT organization

Work Practices	YES		NO	
	N	%	N	%
Mobile Phone for personal and professional use	447	81.3%	103	18.7%
Health programs (health checkups, provision for health insurance etc)	235	42.7%	315	57.3%
Parenting or family support programs (Crèche, Maternity leave, Paternity leave etc)	225	40.9%	325	59.1%
Relocation facilities and choices (according to the family needs)	331	60.2%	219	39.8%
Transportation to and from work and home	438	79.6%	112	20.4%
Flexi-Time	370	67.2%	180	32.8%

Source: Survey by researcher

Table 1 showcases the responses of women employees working in IT division with respect to the extra work arrangements given by the organization. Out of 550 women workers, 81.3 percent of them acknowledged that they were permitted to utilize phone explicitly amid their available time and 18.7 percent acknowledged that they are not allowed to utilize phone for individual use. 57.3 percent of them have communicated that wellbeing programs are directed by the organizations and 42.7 percent said that their organization isn't leading such wellbeing programs. 59.1 percent communicated that they are occupied with child rearing or family bolster programs and 40.9 percent said that their organizations are not conducting child rearing or family bolster programs. 60.2 percent communicated that they are given

relocation facilities to suit their family requirements and 39.8 percent communicated that they are not given such options in their organizations. 79.6 percent communicated that such they are provided transportation to and from work and 20.4 percent of the workers communicated that transportation facilities are not given by their organizations. 67.2 percent of the employees communicated flexible working hours.

Company practices help in work life balance of female employees

Table 2 presents the attitude of female employees towards company's work life balance practices i.e. whether the company's practices actually help in work life balance.

Table 2
Company practices help in work life balance

Response	Number of Respondents	Percentage
Yes	434	78.90
No	116	21.10
Total	550	100

Source: Survey by researcher

Table 2 investigates the women employees' attitude (job-satisfaction) towards work life balance practices. 78.90 percent of the women employees working in the Information Technology business communicated that they can adjust their work life and are satisfied with to company practices. 21.10 percent of the women employees communicated that they were unable to do so. Information Technology is seen that the majority of the women employees (78.90%)

working in IT segment have acknowledged that they can adjust their work life.

Level of Satisfaction of women employees towards work life balance practices:

Respondents indicated their level of satisfaction towards work life balance practices provided by the company Table 3 shows a summary of level of satisfaction of women employees working in IT part towards adjusting their work life balance practices.

Table 3
Level of Satisfaction of women employees towards work life balance practices

Scaling level	Number of Respondents	Percentage
Highly satisfied	54	9.80
Satisfied	276	50.20
Neither satisfied nor dissatisfied	156	28.40
Dissatisfied	47	8.50
Highly dissatisfied	17	3.10
Total	550	100

Source: Survey by researcher

It is evident from the Table 3 that the women employees working in IT area communicated about their satisfaction towards work life balance practices 50.20 percent of the employees communicated that they have high balance, 28.40 percent of the employees communicated that they had neither satisfied nor dissatisfied, 9.80 percent of the workers

communicated that they are highly satisfied 8.50 percent of the employees communicated that they have dissatisfied and 3.10 percent of the employees communicated that they have highly dissatisfied. Information Technology is seen that the vast majority of the women employees (50.20%) working in Information Technology division have communicated

that they can deal with their work and existence of satisfaction.

Findings

Most of the women employees (78.90%) working in IT sector have accepted work life balance practices that they are able to balance their work life. IT companies in NCR region and Lucknow is providing good facilities for the women employees. 81.3 per cent of them accepted that they are allowed for using telephone personally during their office hours, 57.3 per cent of them have expressed that health programs are conducted by the IT organizations. 59.1 per cent expressed that they have benefitted from parenting or family support programs. 60.2 per cent expressed that they are given the choice of relocation facilities. 79.6 per cent expressed that they are provided with the transport facilities. 50.20 per cent expressed that they are and 8.50 percent are dissatisfied with their work in Information Technology organizations.

Conclusion

The female employees play crucial role in Information Technology sector in India. Right balance of work and family life enables the female employees to gain more job satisfaction from the analysis it is found that the study concludes the good co-relation to the work life balance practices provided by the Information Technology sector and it is also found that female employees perceived their job satisfaction equally. Work life balance is the right predictor of job satisfaction of female employees in Information Technology organizations when the female employees are satisfied with work life balance practices provided by the Organization. It leads to higher level of job satisfaction.

References

Clark SC (2000) *Work/family border theory: A new theory of work/family balance*. *Human Relations*. 53(6): 747-770.

Greenhaus JH, Allen TD (2006) *Work-family balance: Exploration of a concept*. Paper presented at the Families and Work Conference, Provo, UT.

Kalliath, T., & Brough, P. (2008). *Work-life balance: A review of the meaning of the balance construct*. *Journal of Management & Organization*, 14(3), 323-327

Kanwar Singh A K and Kodwani A D (2009), "WLB and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry", *VISION – The Journal of Business Perspective* Vol. 13, No. 2, pp. 01-12.

Lalita Kumari (2012), "Employees' Perception on Work Life Balance and It's Relation with Job Satisfaction in Indian Public Sector Banks", *IJEMR*, Vol. 2, No. 2, pp. 1-13.

M. N Jane and N. M James (2014), *Work Life Balance with special reference to public sector bank employees in Karnataka*, Vol-3(2), Feb 2014. ISSN No 2277- 8160.

Rani S, Kamalanabhan, Selvarani (2011) *Work life balance reflections on employee satisfaction*. *Serbian Journal of Management*. 6 (1): 85-96.

<https://economictimes.indiatimes.com/jobs/72-women-in-india-expect-better-work-life-balance-compared-to-53-in-asia-pacific-survey/articleshow/51289596>. Retrieved on 10.01.2019

https://en.wikipedia.org/wiki/Information_technology_in_India. Retrieved on 10.01.2019

Swift L., (2002), *Work-life balance important in relief world, too*, *Reuters AlertNet*, 2002 Retrieved on 07.01.2019, from <http://www.alertnet.org/thefacts/reliefsources>