

## Work Life Balance among the Employees of Endhai Innovations Private Limited, Madurai

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**Abstract:** Maintain the balance between work life and personal life is called work life balance. The changing economic condition and social demands have changed the nature of work throughout the world. So, a good balance in work and life balance is about people having measure of the control over when, where and how they work. There is a view that work-life balance only in the framework of what the company does for individual. Undertaking staff surveys proved helpful. Staffs were surveyed on their knowledge and awareness of existing work life balance initiatives, on their needs in the area and on the main causes of stress. This allowed the organization and employees to introduce relevant solutions. The major objective of the present study is to understand the work life balance among the Endhai innovations private limited located in Madurai. It found that the majority of the employees do not see the barriers impeding their ability to improve flexibility. In support of that, employees report a very real understanding of the business imperatives facing their organization. It would appear that the time has never been better for both employers and employees to engage in address the issue, for improving work-life balance is critical to increasing both our quality of life and our living standards. Work life and personal life are inter-connected and interdependent for earning livelihood. Spending more time in office, dealing with stakeholders and the pressures of the job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demand the persons who have the kid or aged parents, financial problems or even problems in the life of a dear relative. It leads to absenteeism from work, increase the stress and lack of concentration at work among the employees. It concludes that providing proper career counseling and fulfill the employees needs on time are the ways for the balanced work and life of the employees in the IT field. Further it opens up the new avenues for further researches in the field.

**Keywords:** Work life balance, health issues, working condition, job satisfaction, morale

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### I. Introduction

Human resources are the term used to describe the individuals who comprise the workforce of an organization. The use of the term 'human resources' by organizations to describe the workforce capacity available to devote to the achievement of its strategies has drawn upon concepts developed in organizational psychology. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. The following are typical of a wide range of organizations. Work-life balance (WLB) is not a new concept (Bailyn, et. al. 1997). The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. As time progressed, nuclear families increased. A later change was the fading away of the "ideal home" in which the earning member's spouse took care of the home. With improved education and employment opportunities today, most homes are ones in which both parents work because of necessity and the desire to augment incomes (Konrad, et.al 2000). The need to create congenial conditions in which employees can balance work with their personal needs and desires became a factor that companies had to take note of both to retain them as well as to improve productivity (Roper, Ian, et.al. 2002). It was a compulsion that they could not afford to ignore (Galinsky, et.al. 1998). Having realized that, companies started introducing schemes to attract and retain employees and improve their productivity (Pohlen Kean 2002). Present study is the attempt to understand the work-life balance among the software professionals in the study area.

### II. IT Industry in India

Information Technology is the study, design, development, implementation, management of computer based information. The role of IT is constantly evolving since it, referred to as "data processing". IT is the area of managing technology and spans wide variety of areas. Information technology is no longer a business resource it is the business environment. In an increasingly flat world, significant complexity and uncertainty is getting attached to the unprecedented economic crisis (West, et.al. 2002). The Indian economy has also been impacted by the recessionary trends, with a slowdown in GDP growth to seven per cent. The focus and

exponential growth in the domestic market has partially offset this fall and insulated the country, resulting in net overall momentum. The IT-ITeS industry in India has today become a growth engine for the economy, contributing substantially to increases in the GDP, urban employment and exports, to achieve the vision of a “young and resilient” India. During the year, the sector maintained its double digit growth rate and was a net hirer. This growth has been fuelled by increasing diversification in the geographic base and industry verticals, and adaptation in the service offerings portfolio (Forsyth, and Stewart 2002). Hence, it is desired to study the employees of IT sector.

### **III. Review of Literature**

This part deals with few studies related to the present study. Work – family conflict is a form of role conflict, in which the demands of paid employment, particularly those arising from the length and scheduling of working time, prevent the effective performance of family roles as spouse, parent, or career. Work-family integration is a term used by some in preference to the notion of work-life balance (Roper, et. al. 2002). The latter is felt to be unsatisfactory because it implies that work and domestic life are equivalent in terms of their import and priority for individuals (Hyman, and Prue 2003). Work- family conflict and are able to integrate successfully their work and family demands. One of the primary reasons for having an effective Performance Management System in an organization is that it can help reduced emotional confrontations (Gray, and Helen 2002). Everyone should need to recognize that emotions may run high during a performance evaluation session. Work-family conflict or interference refers to simultaneous pressures from the work and family domains that are mutually incompatible in some respect such that meeting the demands of one role makes it difficult to meet the demands of the other role. Sometimes referred to as negative spill over, work-family conflict can take different forms and can originate either in the work domain or the family domain. Work-family conflict and consequent outcomes can be buffered by various coping behaviours (Evans, and John, M. 2001). Work-life balance is the principle that paid employment should be integrated with domestic life and community involvement in the interests of personal and social well-being. The UK government and major employers have endorsed this principle, reflecting growing concern that long hours of work may damage personal relationships and community cohesion (Eaton, and Susan, C. 2001). Present study is an attempt to explore the reality.

### **IV. Statement of the Problem**

Work-life balance is not a problem to be solved. It is an issue to be managed. Because maintaining work-life balance is different for every individual. An employee/management might be dissatisfied due to improper work-life balance their life. Employee interactions with the organization, through other employees, management, customers, or others, reinforces (or resists) the employee identification with the organization (Earle, and Jenny 2002). Simultaneously, the employee must manage their "true self" identification. Recent days many of the IT sector employees have failed to balance the work and life (Dex Shirley and Scheibl Fiona 2001). They have facing number of problems in the society and also this leads to break up the marriage bonds shortly and they are struggled to mingle with the family activities and also less concentration towards their work (Dex Shirley and Scheibl Fiona 1999). Hence, it is desire to study the work life balance among the IT employees in the Endhai innovations private limited located in Madurai.

### **V. Need for the Study**

Work Life balance is important to the organizations for pleasant working environment and satisfied employee can deliver at the highest level of performance. An employee requires a work life balance such that their private and professional priorities are both being met giving sense of fulfillment. In turn, this will help them to contribute significantly to the organization (Comfort Derrick, et. al. 2003). Effective work-life balance polices are valuable to business and organizations for a number of reasons, including: Reduced staff turn rates, Becoming a good employer or an employer of choice, Increased return in investment in training as employees stay longer, Reduced absenteeism and sick leave, Improved morale or satisfaction, Greater staff loyalty and commitment and Improved productivity in the organizations. Hence the present study is much important to provide the balanced work and life to make the software professional in productive way.

### **VI. Objectives of the Study**

- To identify barriers and factors influencing the work-life balance the employees.
- To suggest measures to maintain the balanced work and personal life

### **VII. Scope of the Study**

The study aimed to measure how effectively organizations accommodate work-life balance, by assessing employee’s awareness of work-life balance polices and their comfort levels in using these polices.

Organization can utilize the study to self-assess the extent to which they are accommodating employee's work-life balance and to learn ways of improving their workplace policies and practices. The survey for employees examines four major concepts such as the workplace culture, employee's awareness of work-life balance polices available at their work-life, importance of these polices to employees and formality of the polices to provide the better working environment with pleasant condition to balance the work and personal life of the employees working in the software field.

### **VIII. Work Life Balance**

Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary, work/life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life. The study of work/life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life. Although work/life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components (Carroll, and Nick 2003). A recent study explored and measured three aspects of work/life balance:

- Time balance, which concerns the amount of time given to work and non-work roles;
- Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles and
- Satisfaction balance or the level of satisfaction with work and non work roles.

This model of work/life balance, with time, involvement and satisfaction components, enables a broader and more inclusive picture to emerge.

For example, someone who works two days a week and spends the rest of the week with his or her family may be unbalanced in terms of time (i.e. equal measures of work and life), but may be equally committed to the work and non-work roles (balanced involvement) and may also be highly satisfied with the level of involvement in both work and family (balanced satisfaction). Someone who works 60 hours a week might be perceived as not having work/life balance in terms of time. However, like the person who works only a few hours a week, this individual would also be unbalanced in terms of time, but may be quite content with this greater involvement in paid work (balanced satisfaction). Alternatively, someone who works 36 hours a week doesn't enjoy his or her job and spends the rest of the time pursuing preferred outside activities may be time-balanced but unbalanced in terms of involvement and satisfaction. Thus, achieving balance needs to be considered from multiple perspectives.

In recent years, the term 'work/life balance' has replaced what used to be known as 'work/family balance'. Although the concept of family has broadened to encompass extended families, shared parenting, same-sex relationships and a wide range of social and support networks and communities, the semantic shift from work/family to work/life arises from a recognition that care of dependent children is by no means the only important non-work function. Other life activities that need to be balanced with employment may include study, sport and exercise, volunteer work, hobbies or care of the elderly. 'Eldercare' in particular is becoming a growing issue for employers. The timing of these care-giving responsibilities is important because, generally, people are established in their careers before the issue arises. Hence, eldercare has the potential to generate greater corporate interest and response than did childcare. "The baby boomers will become responsible for their ageing parents just as they are ready to assume leadership positions in business and government. The need for attention to eldercare will be pushed by senior managers who are experiencing eldercare problems personally – a kind of pressure that childcare has not had". In addition to the development of public policies supporting responsibilities outside of paid employment, organizations have increasingly been developing formal policies that attempt to facilitate the work/life nexus. Work/life balance strategies enhance the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives. Three broad types of work/life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialized leave policies and dependent-care benefits.

These include a range of policies and practices:

1. Compressed work week
2. Flexible time
3. Job sharing
4. Home communicating
5. Work at home programs
6. Part time work
7. Shorter work days for parents

8. Paid maternity leave
9. Paternity leave
10. Company referral system for childcare
11. Program for emergency care of ill dependents
12. Childcare programs during the school vacation
13. Re-entry scheme
14. Phased retirement
15. Sabbatical leave
16. Professional counseling
17. Life skill programs
18. Relocation assistance
19. Work and family resource kit or library
20. Subsidized exercise for fitness centre

These interventions are generally aimed at facilitating flexibility, supporting employees with childcare (and more recently eldercare) obligations and alleviating the negative impact of interference between work and non-work commitments and responsibilities.

### **IX. Design of the Study**

The present study is descriptive cum analytical in nature. This study tries to assess the work life balance of the employees engaged in the Endhai innovations private limited of Madurai. For collecting necessary data to formulate a structured interview schedule, Field observation will be followed at a field level. Both primary and secondary data have been used to analyze the problem. The tool used to collect data is structured interview and schedule will be followed to collect information about working environment, health and safety measures in the study area. The present study is on the work life balance issues of the employees in software industry of Madurai. Totally 300 employees were working in the Endhai innovations private limited. Presented study conducted among the one third of the employees of the industry such as 100 based on the stratified random sampling method. SPSS will be used to tabulate and analyze the data. Both parametric and non parametric statistical tools will follow for analyze the data.

### **X. Analysis and Discussion**

**Chi-Square Test** Chi-Square test, written as ( $\chi^2$ ) – test, is a useful manner of comparing experimentally obtained results that those expected theoretically and based on the hypothesis. It is used as a test statistics in testing a hypothesis that provide a set of theoretical frequency with which observed frequency are compared.

### **XI. Chi-Square Relationship Between Age and Income**

**HO:** There is no significant difference between age and income

**H1:** There is a significant difference between age and income

AGE	INCOME					Total
	upto 10,000	10,000 to 20,000	20,000 to 50,000	50,000 to 1,00,000	above 1,00,000	
22 to 30	12	8	6	2	0	28
30 to 40	3	8	15	0	0	26
40 to 50	5	6	8	11	1	31
50 to 55	0	1	3	5	2	11
above 60	0	2	1	1	0	4
<b>Total</b>	<b>20</b>	<b>25</b>	<b>33</b>	<b>19</b>	<b>3</b>	<b>100</b>

**Source:** computed from primary data

**Chi-square relationship between Age and Income**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	46.857 <sup>a</sup>	16	.000
Likelihood Ratio	48.374	16	.000
N of Valid Cases	100		

From the above table no 4.2, the Pearson chi square value is 46.857 and the corresponding significant value is 0.000. As the calculated significant value is less than 0.05, hence, the alternative hypothesis is accepted and null hypothesis have rejected. Hence conclude that there is a significant difference between age and income with the employees.

**T-Test**

**T- Test Relationship Between Gender and Flexible Working Hours**

**HO:** There is no significant difference between gender and flexible working hours

**H1:** There is a significant difference between gender and flexible working hours

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Flexible Working Hours	Male	67	2.15	1.091	.133
	Female	33	1.97	.847	.147

**T-Test for Flexible Working Hours**

From the above table no 4.5.1 shows, Levene's Test for Equality of Variances value is 4.341 and the

Flexible Working Hours		Levene's Test for Equality of Variances		T-Test For Equality of Means						
		F	Sig.	T	Df	Sig. (2-Tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval Of The Difference	
									Lower	Upper
	Equal Variances Assumed	4.341	<b>040</b>	.830	98	.409	.180	.216	-250	.609
	Equal Variances Not Assumed			.903	79.785	.369	.180	.199	-216	.575

corresponding significant value is 0.040. As the calculated significant value is less than 0.05, we accept the alternative hypothesis and reject the null hypothesis. Hence conclude that there is a significant difference between gender and flexible working hours.

**XII. Suggestions**

Policies, procedure and schemes in place to support work life balance include:

- ❖ Flexible working hours
  - V-time
  - Job share
  - Flexible working hours scheme
  - Part time working
  - Part year working
- ❖ Home working/Tele working
- ❖ Employment break policy
- ❖ Maternity leave
- ❖ Adaptation leave
- ❖ Maternity support leave
- ❖ Paternity leave
- ❖ Special leave
- ❖ Parental leave
- ❖ Leave for family are personal reasons
- ❖ Childcare vouchers
- ❖ Employee support and counseling
- ❖ Health and safety

❖ Occupational health

**Recommendations:**

- ❖ Creating awareness among employees about work/life balance policy.
- ❖ The company can consider what type of arrangement they required.
- ❖ Create and encourage an annual or quarterly “Bring your Family to Work” day.
- ❖ Open discussion on the future direction and goals of a company was seen to help work/life balance. This was seen to help people feel that they had some input into direction of the company and to feel in more control of their industry.
- ❖ Staff was seen to be more motivated and to feel more correction with an organization if the organization was seen to care about them. Having no balance was seen to impact on the level of commitment and fulfillment that could be achieved from a job.
- ❖ Introducing work/life balance initiatives in the work place was seen to have wider repercussion than just in the workplace. Enhanced work/life balance was seen to create happier communities and family.

**XIII. Conclusion**

Balancing the work and environment is essential for to maintain the industrial peace and increased productivity. Based on the research findings the organizations encourage work/life balance in principle and in practice will reap the benefits of increased employee engagement, discretionary effort and therefore productivity. A stage to encourage work/life balance or a series of work/life initiatives is not sufficient to increase discretionary effort and employee engagement. Work/life balance must be supported and encouraged at all levels of the organization, including senior management, managers and all staff. Building an organizational culture, supports work/life balance is a long term process for large organization and personal commitments. It concluded that providing proper career counseling periodical leaves and reduce the work pressure by regulate the working hours and working environment will help the employees for balance the work and personal life. Further more number of empirical studies are essential to enrich working standards of the employees engaged in the software sector to contribute more to the sustainable development of the nation.

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