

A Study of Work-Life Balance and Job Satisfaction of employees working in Telecom Industry with reference to three districts of western region of Maharashtra

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Abstract

Work-Life balance has been a challenging issue for all sectors in India. Telecom sector has witnessed radical changes since last few years. Transformational changes constantly occurring with some constant up gradation in telecom sector have forced employees to give their best. Work-life balance highly affects job satisfaction of employees. District-wise analysis of employees has been done for this research paper. It will be useful to the management of different districts of western region of Maharashtra to take some important decisions pertaining to the work-life balance issues of the employees concerning to that particular district of the telecom industry.

Key Words: *Work-life balance, Job satisfaction.*

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I. Introduction

There are many definitions of Work-Life Balance (WLB) as the amount of research performed on the subject matter. For e.g. Chang et al. (2010) defined Work-Life balance as the daily management of organizational initiatives intended at increasing individual's knowledge of work and non-work domains. Dash et.al (2012) articulated Work-Life balance is no longer an issue only for women but for men as well, because just as women, they are equally finding it difficult to balance work and their personal time.

Telecom Industry in India:

Indian telecommunication sector has emerged as a strong growth engine for the Indian economy in the last decade with the country witnessing tremendous growth in wireless sector. The penetration of internet and broadband has also improved. The telecommunications sector has undergone a total transformation throughout the world over the last two decades; technological advances have revolutionized the quality and range of services available. Moreover, developments in the sphere of IT, satellite-based TV broadcasting, new forms of communication such as e-mail and the Internet, are all blurring the definition of what constitutes telephone services, and transforming the way people communicate.

Both Idea cellular and Vodafone India, in the run-up to the merger, let go of about 5000 employees. Vodafone group has also rolled out golden handshake for good performers who could not be accommodated in the new entity. Idea and Vodafone currently employ roughly 11000 and 10,000 plus people respectively and both entities are likely to limit their head count to 15000 levels.

Reliance Communication shuts the bulk of its wireless business and the Tata group sells its mobile business to Bharti Airtel, the axe will fall on an average of 20,000 to 30,000 jobs over next year. Job losses arising out of consolidation in the telecom sector are likely to extend over next year. However, prospects for those laid-off are not entirely bleak: alternate jobs are available, although candidates may have to upgrade their skills and settled for lower salaries.

Reliance Jio commercially launched its services on 5 September 2016. Within first month, Jio announced that it had acquired 16 million subscribers. Jio crossed 50 million subscriber mark in 83 days since its launch. Society for Human Resource Management (SHRM) has conferred Reliance Jio with a special award for HR Impact in People practices. Reliance Jio was rewarded for creating and launching Jio services across 18000 cities and towns and more than two lakh villages through a network of 1215 offices and a formidable team of over 60,000 employees across India. As one of the India's youngest start-ups, the average age of Jio is 30 years, making Reliance Jio an organization of the young, by the young and for the young.

Rapid changes in this sector have increased work pressure and job performance expectations from employees. Such huge expectations from employees have created work-life balance issues in the life of employees. Employees who are constantly facing work-life balance issues may not be satisfied with the job which in turn may affect their performance.

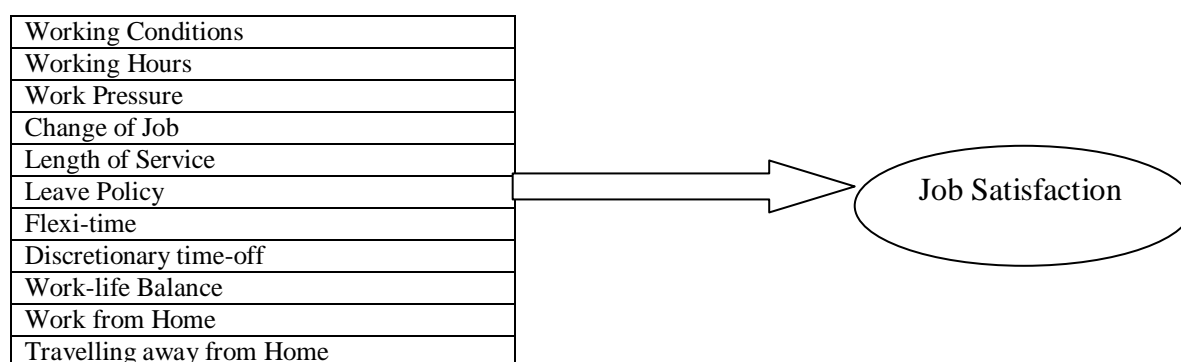
Job Satisfaction

Job satisfaction refers to the general attitude of employees towards their jobs. Dissatisfaction exists when the attitude is negative. Job satisfaction refers to the general attitudes about specific factors of the job. People are more satisfied and show commitment toward their organization if organizations are supporting work-life balance (Burke, 2000).

Location: The Maharashtra Telecom Circle includes the entire state of Maharashtra, except for the areas covered by the Mumbai Metro Telecom Circle, and the territory of Goa. In terms of population covered, the Maharashtra circle is the 4th largest telecom circle. Maharashtra Telecom Circle (MHTC) provides service to an area of over 310,000 square kilometers. It provides telecom services to 30 million people residing in urban areas and a further 60 million people are residing in rural areas. The state has over 20 percent of broadband subscribers in India. Maharashtra has the highest share of the internet market at 18.8%. Most of the industrial areas in Maharashtra have the broadband facilities. Western region of Maharashtra includes districts of Pune, Solapur, Satara, Sangli and Kolhapur. Pune and Kolhapur districts have huge number of telecom subscribers and Pune is heading operations of major telecom companies for rest of the Maharashtra territory. In this research, employees of three districts (Pune, Solapur and Kolhapur) of western region of Maharashtra are selected and the work-life balance issues facing the employees in each location are compared to present the comprehensive picture.

II. Research Framework

Figure 1. Research framework for the study about Impact of work-life balance on employee job satisfaction.



Work life Balance of Employees in Telecom Industry: An attempt has been made to study the work life balance of employees working in telecom industry.

III. Related Studies

Nadeem& Abbas (2009) conducted a study in Pakistan to analyze the relationship between work life and job satisfaction. Data is collected from 157 employees of public and private sector through questionnaire. Data is analyzed through Correlation, Regression and Descriptive analysis. The research results indicate that work overload does not influence job satisfaction and there is a positive relationship exists between Job autonomy and job satisfaction.

Mcnall et al.(2010) conducted the study to analyze the relationship between flexible work arrangement and job satisfaction. Data is collected from 220 employees. Data is analyzed through regression analysis. Results of the study indicate that greater the flexible work arrangements provided more will be the satisfaction employee will have from their jobs.

Fatima& Rehman (2012) conducted research to examine role ambiguity and role conflict effect on employee’s job satisfaction as well as leaving intention. Data is gathered from 120 teachers from Rawalpindi and Islamabad universities in Pakistan. SPSS and regression analysis are used to analyze the data. The results indicate that job role conflict and role ambiguity are negatively related to job satisfaction and positively related to job leaving intentions.

Varatharaj & Vasantha (2012) conducted the study to examine relationship job satisfaction have with work life balance in women. Data is collected from 250 Service Sectors working women in Chennai city through questionnaire. Data is analyzed through, Correlation, Chi-Square test, Wallis Test and Kruskals. Result shows strong positive relationship exists between job satisfaction and work life balance.

Yadav & Dabhade (2013) conducted research to analyze the relationship that exists between work life balance and job satisfaction of the working women. Sample is collected from education sector and banking sector. Data is collected from 150 women employees 75 women from each sector. Authenticity of data is analyzed through application of standard deviation. The results indicate that work life balance and job satisfaction share significant relationship.

IV. Objectives Of The Study

1. To empirically study the significance and impact of work life balance on job satisfaction of three districts of employees of western region of Maharashtra working in telecom industry.
2. To study impact of work life balance on employee job satisfaction of telecom industry with reference to three districts of western region of Maharashtra.

V. Data And Methodology

Sample Size:

Three districts of western region of Maharashtra are selected for this research. They are Pune, Solapur and Kolhapur. Total of 300 employees are selected as sample size from these three districts.

Research Instruments:

The data has been tabulated and suitable statistical tools such as percentages and averages have been used for the analysis of data. Also the statistical tools such as mean, mean ranks and chi square (at 0.05) have been used to find the relationship between various variables. The Kruskal Wallis Test has also been applied to find out the significance of differences (at 0.05 level) between three management groups (Solapur, Kolhapur and Pune) on the different variables measuring employee's job satisfaction on Work-life balance. The Kolmogorov-Smirnov test of normality has been used to find out the normality of distribution or otherwise.

VI. Analysis And Interpretations

Reliability Analysis: An analysis was conducted for checking the reliability of the questionnaire and the results were obtained. The Cronbach's alpha (a measure of reliability) was calculated for the questionnaire. This coefficient (0.870 for 36 items) indicates reliability as it meets the minimum acceptable level of 0.7 (Hair *et al.*, 2009).

Runs Test to find out Normality of Distribution: This test helps to find out the normality of distribution or otherwise with the help of which suitable statistical tools can be applied for further analysis.

H₀: Distribution for sample belonging to different management is random

H_A: Distribution for sample belonging to different management is not random

Table1: Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum	Percentiles		
						25th	50th (Median)	75th
Management	300	1.86	.727	1	3	1.00	2.00	2.00

Table 2: Runs Test

	Management
Test Value(a)	2
Cases < Test Value	103
Cases >= Test Value	197
Total Cases	300
Number of Runs	127
Z	-1.190
Asymp. Sig. (2-tailed)	.234

a Median

The Runs test table displays the Test value, Cases less than Test value, cases greater than or equal to Test Value, total cases, number of runs, Z-statistic and associated Asymptotic significance. The Test Value was specified to be the median and therefore, the test value is 2. The Z-value of -1.190 with asymptotic significance of .234 (less than 0.05), means that the null hypothesis is not rejected. Therefore, we can say that the number of

cases belonging to different management is randomly selected. Hence, non parametric tests will be applied, and hence, Kruskal Wallis Test has been applied for further analysis and interpretation.

Attributes Leading to High Job satisfaction in Different Organizations

Job satisfaction is actually a psychological term, which is achieving a considerable importance on the part of the management. Job satisfaction is a group phenomenon; it is an idea of the extent to which an individual perceives a probability of satisfying his own motives through co-operation of the group.

Ho There is no difference in the attributes leading to high job satisfaction with respect of work-life balance in different districts of western region of Maharashtra.

HA There is significant difference in the attributes leading to high job satisfaction with respect of work-life balance in different districts of western region of Maharashtra.

Table 3: Attributes Leading to Job Satisfaction

Variables	Nature of Responses					Total
	S.A	A	UD	D	S.D	
Working conditions are suitable to the employees	133 (44.3)	78 (26.0)	78 (26.0)	8 (2.7)	8 (2.7)	300 (100)
Employees are satisfied with the working hours	158 (52.7)	69 (23.0)	23 (7.7)	44 (14.7)	6 (2.0)	300 (100)
There is moderate work pressure on the employees	146 (48.7)	68 (22.7)	18 (6.0)	63 (21.0)	5 (1.7)	300 (100)
Change of job affects satisfaction level of employees	117 (39.0)	155 (51.7)	17 (5.7)	6 (2.0)	5 (1.7)	300 (100)
Length of service of the employees with the current organization affects job satisfaction	138 (46.0)	94 (31.3)	43 (14.3)	19 (6.3)	6 (2.0)	300 (100)
Leave policy are supportive to the employees	67 (22.3)	196 (65.3)	22 (7.3)	8 (2.7)	7 (2.3)	300 (100)
Flexible time schedules are available to the employees	143 (47.7)	117 (39.0)	30 (10.0)	5 (1.7)	5 (1.7)	300 (100)
Discretionary time off is given to the employees	166 (55.3)	53 (17.7)	56 (18.7)	19 (6.3)	6 (2.0)	300 (100)
Management conducts effective work-life balance programs for the employees	140 (46.7)	107 (35.7)	26 (8.7)	24 (8.0)	3 (1.0)	300 (100)

Note: Figures in parenthesis indicate the percentages of the row total

Source: Primary probe

The overall responses of the respondents are inclined more towards the upper side of the Likert scale. Thus, it can be inferred that respondents believe that the above mentioned variables of work-life balance lead to high job satisfaction, thereby positively affecting employees' performance.

Table 4: Ranks

	Management	N	Mean Rank
Working conditions are suitable to the employees	Solapur	103	99.19
	Kolhapur	136	182.74
	Pune	61	165.26
	Total	300	
Employees are satisfied with the working hours	Solapur	103	164.70
	Kolhapur	136	130.35
	Pune	61	171.44
	Total	300	
There is moderate work pressure on the employees	Solapur	103	165.56
	Kolhapur	136	127.82
	Pune	61	175.65
	Total	300	
Change of job affects satisfaction level of employees	Solapur	103	127.17
	Kolhapur	136	145.56
	Pune	61	200.90
	Total	300	
Length of service of the employees with the current organization affects job satisfaction	Solapur	103	117.71
	Kolhapur	136	167.70
	Pune	61	167.52
	Total	300	
Leave policy are supportive to the employees	Solapur	103	109.16
	Kolhapur	136	183.71
	Pune	61	146.28
	Total	300	
Flexible time schedules are available to the employees.	Solapur	103	115.23
	Kolhapur	136	170.80
	Pune	61	164.79
	Total	300	
Discretionary time off is given to the employees	Solapur	103	113.58
	Kolhapur	136	171.32
	Pune	61	166.42
	Total	300	
Management conducts effective work-life balance programs for the employees	Solapur	103	102.66
	Kolhapur	136	176.49
	Pune	61	173.34
	Total	300	

The employees belonging to Kolhapur management believe that ‘morale’ is influenced by the variables ‘working conditions’, ‘length of service’, ‘leave policy’, ‘flexible time schedules’, ‘discretionary time off’ and ‘WLB programmes’. The mean rank for these attributes, as such, is first for these variables. The respondents belonging to Pune management accord more points to ‘working hours’, ‘work pressure’, ‘change of job’ and ‘length of service’. Solapur management did not get first rank for any of the above mentioned variables.

Table 5: Test Statistics(a,b)

	Chi-Square	df	Asymp. Sig.
Working conditions are suitable to the employees	64.229	2	.000
Employees are satisfied with the working hours	16.293	2	.000
There is moderate work pressure on the employees	20.298	2	.000
Change of job affects satisfaction level of employees	35.490	2	.000
Length of service of the employees with the current organization affects job satisfaction	25.801	2	.000
Leave policy are supportive to the employees	61.262	2	.000
Flexible time schedules are available to the employees.	31.427	2	.000
Discretionary time off is given to the employees	34.880	2	.000
Management conducts effective work-life balance programs for the employees	56.078	2	.000

a Kruskal Wallis Test

VII. Conclusion

Telecom and IT are the most sensitive and volatile sectors where radical changes occur which creates lot of impact on national economy. District wise analysis is a small attempt to find out difference between working style and expectations of employees of metropolitan city like Pune and other other districts like Solapur and Kolhapur. However, there is not much difference in terms of job satisfaction of employees with reference to work-life balance attributes of employees.

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