

Dominating Factors Of Work Life Balance And Productivity - Special Reference To IT Sector - Chennai City

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Abstract

Work life balance is the necessity for every individual in order to manage professional and personal life. Chennai being IT hub after Bangalore has more number of employees in IT sector. The present study is proposed to identify the dominating factors of work life balance and productivity with special reference to IT sector in Chennai. A sample of 324 software employees working in Chennai were identified and a structured questionnaire was circulated to collect their perception about the dominating factors of balancing work and life along with and productivity. The result proved that: the dominating factors of work life balance were : Work hour driven factors, Positive stress driven factors, Organization driven factors, factors related to Life satisfaction and happiness& motivation.

Keywords : *Work life balance, Productivity, Software sector*

INTRODUCTION

In the current scenario, business organisations are pushed to the limit for increased productivity and could meet the stagnation better, for that employee of an organisation more engaged with their work and work place. Well managed work life balance should ensure organisational productivity and sustainability. Employees are the inevitable for every organisation. Equal balance in work and life plays a crucial role in achieving organisational goal as well as to acquire wealth for an employee. Employers are confessing that the necessity of work life balance policies to make possible employees maintain a balance between the demanding conflicts between professional life and personal life.

REVIEW OF LITERATURE

WORK LIFE BALANCE

Lowe (2005) performed a Canadian study which identified that 1 in 4 employees try to fight with high levels of conflict between personal life and professional life. The study concluded that there exists a conflict between work and life whenever overload exists which happens close to 60 percent of employees. However, some people appear to manage career success and a positive private life with ease

EMPLOYEE PRODUCTIVITY

Abioro, Matthew Adekunle(2018) examines the effect of work life balance on employee productivity. The results suggested derive pleasure and self-fulfilment at home and work reduces the role conflict. Therefore organisations have to achieve high level of performance, there is need to pay more attention on the work life balance of its workforce across all levels.

FLEXIBLE WORKING HOURS

Sussanna Shagvaliyeva (2014) examined concept of flexible working hour's benefits to both the employer and the employee. And also flexibility in the organisational environment allows the employees time to carry out apart from work role it help the employees to handle the work life balance smoothly.

P.Thomsan (2008) revealed that flexible working hours played a vital role for employees in achieving a perfect balance between professional and personal life.

Anon (2008) explored few factors such as productivity increase, reduced employee turnover and minimal absenteeism shall be addressed by offering flexible working hours for the employees.

WORK OVERLOAD

Rubina Easmin(2019) identified the factors that influence the employees work life balance. Overload in work, Emotional intelligence, organisational support, spiritual intelligence, employee engagement & advancement in technology. Work life balance is positively influenced by organisational support and emotional intelligence according to the study.

Nasru ddin&O'Driscoll(2012) indicated that occupational stress can enhance work life conflict or family to work life conflict. The study revealed that work life balance plays positivity when there is a positive stress.

Shah, Jaffari, Aziz, Ejaz, Ul-Haq, Raza(2011) proposed that big industries allocate their employees massive task with a limited time period. This type of assignment can affects the employees tempted and makes them to discouragement towards work life and personal life.

INTRINSIC AND EXTRINSIC MOTIVATIONAL FACTORS

INTRINSIC FACTOR

Giancola, (2014) in this study identified that employees are motivated intrinsically in the working environment by performing a task. The task is interesting, challenging, and has a personal meaning based on the satisfaction they received from performing the activity itself.

George and Jones (2012) in his study found that an intrinsically motivated employee expresses that their work gives them a job satisfaction, accomplishment and achievement.

Amabile (1993) identified the intrinsic reasons of motivation of employees were due to enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work.

EXTRINSIC FACTOR

George and Jones (2012) stated that the getting of positive appraisal or reinforces provided by other people, and often they are motivated by financial factors like salary, bonus, or promotion are important factor for extrinsically motivated employees.

Deluga (1998) indicated that the important aspect of motivation can be either intrinsic or extrinsic or even both kinds at the same time.

Amabile (1993) stated that an extrinsically motivated employee is engaged with their work in order to achieve goal that is apart from work itself.

EMPLOYEE WELL-BEING

Shilpy Kashyap(2016), indicated now a days the organisations are very cautious that, if the employees are healthy and have a high level of work life balance it will automatically leads to more productive and efficient work which is the good indicator of the organisational sustainability.

Vijaya Kumari (2016) identified conflict between work and life paved way for number of problems with regard to personality. Few to mention were

- lower satisfaction,
- higher level of distress,
- problems in sleep and concentration and
- lack of confidence.

It was also identified that excessive working hours and lack of flexibility in the schedule are identified as the root causes of such work life conflicts.

Diener (1984) encompassed that well being in general is seen as life well lived. Well being is defined as the presence of positive state of emotion which is directly proportional to the working environment.

STRESS:

P. Yogeshwaran(2016), in his study identified, now a day's an IT sectors given importance to their employees to avoid absenteeism, conflict etc. The findings concluded that the organisation should treat their employer and employee equally leads to minimisation of arising stress in the work place.

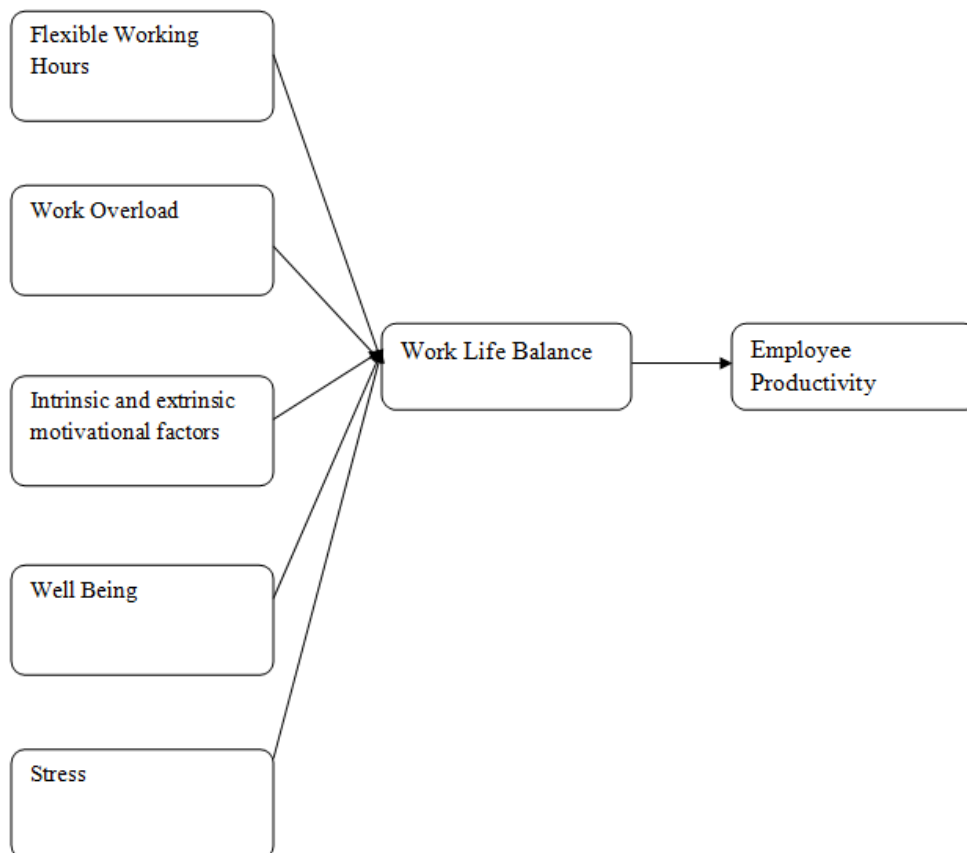
Razak, Mohamad Idham Md(2014) indicated that the work life balance for both employer and employee and how it is to be achieved. The employers should prepare rules and policies that can minimise the work load of the employee without affecting the productivity of the organisation which will enable to create a positive work life balance.

Vanishree(2012), in her study, attempted to identify the impact of work life balance on BPO sector. The outcome of the study indicated that the flexible working hours, working from home and retain talent are important factors of work life balance.

RESEARCH GAP

Numerous literature are available in terms of work life balance and the factors affecting work life balance. However, the relationship between work life balance and productivity in IT sector in Chennai has not been studied in specific which is identified as the research gap of the present study.

CONCEPTUAL FRAMEWORK OF THE STUDY



Statement of Problem:

Any firm as a matter of fact intends to maximize the productivity - both individual and organizational. This happens only when the employees have a perfect work life balance. The components required for a perfect work life balance which contributes for employee productivity are flexi working hours, work load, intrinsic and extrinsic motivation, well being and stress. In order to improve the productivity, a well-defined approach has to be adapted for managing work life balance.

This research study has attempted to identify the dominating factors of work life balance of employees of IT industries in Chennai. It has analyzed the effects of such factors on the productivity of the employees and thereby to identify the factors whether they influence in a positive way or not.

The aim of the research is to examine the impact of various WLB factors on the productivity in IT industry in Chennai. The following objectives were set:

OBJECTIVES OF THE STUDY

1. To study the socio demographic profile of IT employees in Chennai City
2. To find out the various influencing factors by the IT employees in their work life balance.

RESEARCH METHODOLOGY

Population of the study: The respondents were selected from IT organisations in Chennai city.

Method of data collection: Sample survey method. Convenience sampling method

Tools for data collection: A structured questionnaire was adopted to collect the data from the respondents.

Sample Size: 324 employees working in IT Sector in Chennai City

Types of data: Primary data questionnaire through google forms

Scaling technique: 5 Point Likert Scale.

STATISTICAL TOOLS USED FOR THE STUDY

1. Percentage analysis
2. Descriptive Statistics
3. Factor analysis

LIMITATIONS OF THE STUDY

Several factors affecting the work life balance of employees. In this context only few factors taken for research. Moreover work life balance is common to entire occupation, but in this study IT sector in Chennai city only considered.

ANALYSIS AND INTERPRETATION

SAMPLE PROFILE

Data were collected from 324 respondents in Chennai city in order to identify the influencing factors of work life balance and productivity. Frequency distribution and descriptive statistics are used to understand the demographic profile of the respondents.

TABLE 1

Socio-economic profile variables	Frequency	Percentage
Age		
30 years	74	23

30-40 years	135	42
40-50 years	58	18
Above 50 years	57	18
Gender		
Male	324	50
Female	161	50
Educational Qualification		
UG	17	5
Diploma	69	21
PG	103	32
Engineering	96	30
Others	39	12
Designation		
Middle	152	47
Operational	172	53
Income		
<20000	6	2
20001-30000	18	5
30001-40000	106	33
40001-50000	111	34
Above 50000	83	26
Type of Family		
Joint Family	254	78
Nuclear Family	70	22

1. The survey had equal number of participation with respect to gender
2. Most of the respondents belong to the age group 30-40.
3. Majority of the respondents (32%) possess PG level of educational qualifications
4. 53% of the respondents belong to technical level with respect to designation.
5. Most of the respondents (34%) belong to the income of Rs 40001/--50000/-.
6. Majority of the respondents are from joint family.

DESCRIPTIVE STATISTICS

Descriptive statistics of the statements related to WLB are evaluated in the present study. Eleven statements are identified to measure the influencing factors of work life balance and productivity along with mean and S.D and communalities are exhibited in the table.

TABLE 2

Sl.No	Statements	Mean	S.D	Communalities
1	Flexi working hour packages enables recruit and retain skilled employees	4.39	.748	.393
2	Flexi working hours enhances the increased employee loyalty, engagement and higher job satisfaction	4.37	.721	.706
3	Work overload is the obstacle for achieving work life balance.	4.30	.818	.682
4	Work overload influences the employees stressed and under pressured	4.25	.842	.305
5	Mentally exhausted work load, time constraints on task affects the work life balance	4.27	.897	.604
6	Good working environment and productive	4.16	.974	.550

	employee are the stress reducing factors			
7	Stress leads to physical and mental health problems	4.17	.926	.670
8	Well being is closely related to health and wellness	4.19	.925	.556
9	Employee responsibility is important factor for create well being	4.21	.918	.598
10	Monetary benefits encourage the employees productivity and manage their WLB good	3.98	.962	.643
11	Decision making authority is a type of motivation to encourage the employees productivity	3.82	1.047	.676

Source: Computed data

FACTOR ANALYSIS

TABLE 3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.894
Bartlett's Test of Sphericity Approx. Chi-Square	168.204
Df	55
P-Value	0.000

Source: Computed data

KMO Bartlett's Test of Sphericity

From the above table presented value of KMO and Bartlett's Test of Sphericity. It shows the value of Kaiser-Meyer-Olkin(KMO) variable preferred by respondents with regard to the influencing factors of work life balance and employee productivity by the IT professionals falls at 0.894 at five percent level of significance ($P < .005$) which indicated this is a acceptable value and appropriateness of sample size and to conduct factor analysis.

Factor analysis is the technique of data reduction and summarise the original 11 variables to the factors influenced by the work life balance and employee productivity. The variables which influenced the software employees were divided in to five factors which form a similar group. The variables are grouped in such a way based on the factor loadings using factor analysis.

Table shows factor extraction on the basis of the Eigen values greater than 1 criterion resulted in identification of five factors which together explains the variance of 58 percentages.

TABLE 4 - TOTAL VARIANCE EXPLAINED BY INFLUENCING FACTORS OF WORK LIFE BALANCE AND EMPLOYEE PRODUCTIVITY BY IT PROFESSIONALS

Rotation Sums of Squared Loadings			
Component	Eigen Values	% of Variance	Cumulative %
1	1.556	1.556	14.149
2	1.448	1.448	27.315
3	1.205	1.205	38.268
4	1.128	1.128	48.523
5	1.046	1.046	58.033

Source: Computed data

The table indicates all the 11 variables are reduced in to five predominant factors. It is found that the 11 variables show the total variance of 58.033 percentage and Eigen value greater than 1. It is also said that the five factors personally influence the variances 14.149%, 27.135%, 38.268, 48.523% and 58.033% accordingly. This variation leads to the variable loading of each factor that influencing factors of work life balance and productivity variables. Hence, factors are segmented through grouping of variables according to the rotated component matrix.

The data reduction technique has been used to understand the underlying latent controlling measurements in twenty one variables associating to influence factors by IT professionals to minimise in to a restricted number of feasible independent factors. The principle component analysis of extraction method and rotation method of varimax with Kaiser Normalisation have been used in the factor analysis and the results are:

TABLE 5

Factors	Influencing factors of WLB and employee productivity by the IT professionals	Factor Loading
Work hour driven factors 14.149%	Recruit and retain talented employees	0.878
	Increased loyalty, engagement, organizational commitment and job satisfaction	0.723
	Extended working hours hindered employees WLB	0.849
Positive stress driven factors. 13.167%	High overloads leads to stressed and under pressured	0.765
	Frequent overload, time constraint for a task, workload outside work place affects the WLB	0.823
Organization driven factors 10.953%	Favorable working environment and productive employees are not developing stress	0.741
	Stress enhances physical and mental health problems	0.633
Life satisfaction and happiness driven factors 10.255%	Well being ensures health and wellness	0.861
	Creation of working environment promotes well being	0.879
Motivation driven factors 9.510%	Extrinsic motivation enhances the employee productivity	0.745
	Intrinsic motivation encourages employees to more productive.	0.756

Thus eleven variables of influencing factors of work life balance and productivity by IT professionals minimised in to five controllable factors. The factors are work hour driven factors 14.149%, intrinsic to the job driven factors 13.167%, organisational driven factors 10.953%, life satisfaction and happiness driven factors 10.255%, motivational driven factors 9.510%.

FINDINGS

Socio-Economic-Profile: Gender had an equal participation.. With regard to the age, maximum number of respondents (44%) comprised in the 30-40 batch and had income (34%) between Rs 40,001 to Rs 50,000/-. Majority of the respondents 32% were in the PG level of educational qualifications , 53% of the respondents were in the operational level of designation and 78% of the respondents belonged to joint family.

Influencing factors work life balance and employee productivity: Factors have been reduced in to five controllable factors personally influence the variances 14.149%, 27.135%, 38.268, 48.523% and 58.033% accordingly. The factors were named as : Work hour driven factors, Positive stress driven factors, Organization driven factors, Life satisfaction and happiness driven factors& motivation driven factors.

CONCLUSION

This study examined the relationship between the work life balance practices and employee productivity on IT sector-Chennai city. Literature revealed that flexible working hours, motivational factors, stress, employee well being, work overload forms the employees work efficiency. Results indicated Work Life Balance practices have positive influence towards productivity. Therefore, based on this research that the IT industry in order to maximise their productivity and achieve their goal they need to concentrate on employees and enable them to balance their work and personal life in an efficient manner.

RECOMMENDATIONS

Based upon to the findings, IT industries in Chennai city, should concentrate more on work life balance policies and strategies (i.e.), flexi working hours, overload, motivational factors, stress, employee well being to maximise the organisational productivity. IT sectors need to concentrate on child care facilities of their employees such as crèche after school hours. Sharing of work, maternity and paternity leave part time facilities will help the employees to minimise the stress level and also for them spending time for their family. Acceptance of all such facilities will enable and support the every employee to maintain their work life personal life and also to give a maximum output to their organisation.

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