

Navigating The Work-Life Equation: Insights From IT Professionals In Kerala's Infopark

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Abstract

This study is based on the Work-Life Balance of employees working in the IT industry. 200 employees working in different IT companies in Infopark, Kochi, have been selected as samples. The study assessed the level of Work-Life Balance and identified the relationship that Work-Life Balance possesses with factors like flexibility, Quality Time, Leave facilities, workload, and Turnaround intention. The study found that IT employees possess a moderate work-life balance. Even though the workload is moderate to high and facilities are not up to expectations, employees generally do not have a high turnaround intention. It is analysed that the employees have accepted the IT industry's work culture well, comprising a high workload and fewer leave facilities. It is identified that if the employees are given the factors contributing to good Work-Life Balance like flexibility, Quality Time, Leave facilities, and moderate Workload, the employees will have a good level of Work-Life Balance, and thus, the turnaround intention will be less.

KeyWords – Work-Life Balance, IT Industry, Turnaround Intention,

INTRODUCTION

As the economic conditions and social demands have changed, a transformation has been happening in the field of work, especially in terms of its nature worldwide. Initially, work was a matter of necessity for survival. Throughout the year, the concept of work has changed. Now, a day's work is widely accepted for self-satisfaction. A good work-life balance is necessary for attaining personal and professional goals. (Guest, 2002; Beauregard & Henry, 2009) It is assumed that attitudes at work become ingrained and carried over into home life or that work attitudes affect a basic orientation toward the self, others, and children. The paper attempts to study employees' work-life balance in the IT industry and various issues that have come to the forefront due to the dynamic nature of work. Various factors like flexibility, odd timing, quality times with family members, employees' turnover intentions, etc., are measured in this study.

The work-life imbalance in employee life has attracted attention and a great deal of concern because there are several problems in connection with the work-life imbalance. Some of them are health-related problems, workplace monotony, declining productivity, and employee competency. The imbalance has a very negative effect on the personal life of employees, which will, in turn, lead to severe social hazards like an increasing number of suicides, broken families, etc. An organisation that successfully addresses these issues leads to a healthy synergy in the company's and its employees' working atmosphere. Although there has been a significant increase in income and material possessions in the last decade, these tangibles have come at the cost of intangible. These intangibles are an essential part of an employee's life. Any organization's ultimate performance depends on its employees' performance, which in turn depends on several factors. These factors may be related to work, personal, or family in nature. How an employee manages various aspects of their life helps to achieve a balance at work and private life. Work-life balance can be understood as the equilibrium point on the see-saw, one side of which is occupied by personal goals and family responsibilities, and the other side is occupied by workplace necessities. Work-life balance does not necessarily mean an equal balance between work and personal life. Rather, it is the happy medium between the maximum and minimum. Work-life balance is meaningful and relevant in everyday life. (Gunilla, 2010; Haar & Ollier, 2014; Žnidaršič, J., & Bernik, M; 2021)

OBJECTIVES

1. To identify the work-life balance of employees in the IT industry.
2. To identify the factors influencing work-life balance.
3. To identify the impact of work-life balance on employee turnover intention

HYPOTHESES

Hypothesis 1

H0: There is no correlation between work-life balance and flexibility

H1: There is a correlation between work-life balance and flexibility

Hypothesis 2

H0: There is no correlation between work-life balance and quality time

H1: There is a correlation between work-life balance and quality time

Hypothesis 3

H0: There is no correlation between work-life balance and leave facilities

H1: There is a correlation between work-life balance and leave facilities

Hypothesis 4

H0: There is no correlation between work-life balance and workload

H1: There is a correlation between work-life balance and workload

Hypothesis 5

H0: There is no correlation between work-life balance and turnover intention

H1: There is a correlation between work-life balance and turnover intention

RESEARCH METHODOLOGY

A descriptive research design is adopted in this study. A structured questionnaire is used for data collection. Employees working with various IT companies in Infopark Kochi were the samples of the study. 200 was the sample size and convenient sampling method has used for the study. The researcher himself distributed the questionnaire and collected the responses.

REVIEW OF LITERATURE

The literature about work-life balance is available with different perspectives. There has been an increased interest in work and personal life interface in the Human Resource Management Literature. Greenhaus and Beutell (1985) and Greenhaus et al. (1989) studied the antecedents of conflict between family and work; Goodstein (1994) and Ingram and Simons (1995) presented an institutional perspective related to organizations' responses to work-family-related issues. Ghalawat, Suman, and Dahiya, Promila (2010) assessed critical factors related to work-life balance and investigated the impact of work-life balance on employee's professional and personal life. It is found that the major negative outcomes of work-life imbalance are poor health indicators like high blood pressure and headaches and family issues like poor family relationships.

Tymon et al. (2011) suggest that employees can improve their perceived career success by balancing their long-term and short-term goals, improving competencies, and communicating openly with their managers. It is found out by Ballout (2008) that the Individual-specific variables will be more likely to predict family-to-work conflict and perceived career success, while work-specific variables will be more likely to predict work-family conflict and career success. The employees, as well as employers, are supposed to identify appropriate strategies for balancing the work and personal or family spheres in such a way as to perform work roles and family roles successfully. Employers should ensure that the employees have all the necessary facilities and well-defined family support programs to encourage them to be successful in their career as well as family relationships. Today's employees seek dual objectives of maintaining a successful career along with being involved in their children's lives (Cunningham, 2001). However, in contradiction, Barnett and Hyde (2001) found out that women who had multiple life roles were less depressed and had higher self-esteem than women who had fewer life roles.

It is a prerequisite to have the effective motivation of employees in the workplace (Bansal and Sharma, 2012). It is found that effective motivation of employees in the workplace is a prerequisite for work-life balance (Bansal & Sharma, 2012). Influencing motivation (Hall et al., 2009) leads to the combination of two personal variables, such as the tendency to approach success and avoid failure (Atkinson & Feather, 1966). It is identified that the Masculinity – Femininity dimension also affects motivation (Bansal & Sharma, 2012), whereas fathers tend to use work-life balance measures to spend time with their families, where increases their sense of entitlement (Gregory & Milner, 2011). It is indicated in several studies that employees turnover intention increases if there is a mismatch between the management and employees (Dawley et al., 2010). Employees can't enjoy the job if they work with an inflexible and tactless manager.

ANALYSIS AND FINDINGS

Table 1 – Opinion about Work-life Balance

Work-life Balance	Weighted Average	Combined Weighted Average
Family Life	2.82	2.87
personal life	2.93	

Table 1 shows the level of work-life balance of employees. The combined weighted average score of 2.87 reveals that most of the employees have a moderate level of Work-Life Balance. Work-Life Balance is not at a great level as the score is close to the upper limit of the effective score (2.01 – 3). The work-life balance is average

Table 2- Opinion about Flexibility

level of flexibility	Weighted Average	Combined Weighted Average
Flexible hours	3.12	3.02
Flexitime	3.10	
Odd timing	2.84	

Table-2 shows the level of flexibility. The combined weighted average score of 3.01 reveals that most of the employees are experiencing a good level of flexibility. But not in a very effective manner as the score is close to the lower limit of the effective score (3.01 – 4).

Table 3- Opinion about Quality Time

Quality Time	Weighted Average	Combined Weighted Average
Performance of Home Duties	3.44	3.01
Time off for family	2.96	
Quality Time	2.62	

Table 3 shows the level of quality time with family and friends. The combined weighted average score of 3.01 reveals that most of the employees are getting quality time. But not very effectively as the score is close to the lower limit of the effective score (3.01– 4).

Table 4- Opinion about Leave Facilities

leave facilities	Weighted Average	Combined Weighted Average
Enough vacations	2.63	2.80
Holidays	2.73	
Enough Time	2.90	
Leave policy	2.45	
Getting Leaves	2.92	
Medical leaves	3.20	
Combined Weighted Average of Leave Facilities		

The above table 4 shows leave facilities provided by the company. The combined weighted average score of 2.80 reveals that the majority of the employees have a moderate or neutral opinion about leave facilities. The score is more close to the upper limit of the effective score (2.01– 3).

Table 5- Opinion about Workload

opinion about workload	Weighted Average	Combined Weighted Average
Reasonable Workload	2.88	2.89
Convenient working hours	2.96	
Work to home	2.90	
Attend from office	2.76	
Calls from home	2.96	
Combined Weighted Average of Workload		

Table 5 shows the workload of employees. The combined weighted average score of 2.89 reveals that the majority of the employees have a moderate or neutral opinion about the workload, as the score is close to the upper limit of the effective score (2.01– 3).

Table 6- Opinion about Turnaround Intention

Turnaround Intention	Weighted Average	Combined Weighted Average
Will not Quit Job	3.84	3.47
Never go for New Job	3.44	
Will Stay with Company	3.28	
Stay even if someone offers higher pay	3.30	
Combined Weighted Average of Turnaround Intention		

Above table 6 shows the turnover intention of respondents. The combined weighted average score of 3.47 reveals that the majority of the employees do not have any turnover intention, as the score is close to the upper-lower limit of the effective score (3.01– 4).

Relationship of different independent variables with the dependent variable Work-Life Balance

Table 6- Pearson's Correlation Matrix

Hypothesis	Independent variables	Dependent Variables	Pearson's Correlation	Significance level at 1 %
H1	Flexibility	Work-life balance	0.902	0.000
H2	Quality Time		0.911	0.000
H3	Leave Facility		0.895	0.000
H4	Workload		0.882	0.000
H5	Turnover Intention		0.883	0.000

Relationship between Work-Life Balance and Flexibility

In the cell of the correlation matrix, we get Pearson's correlation coefficient, the p-value for the two-tailed test of significance. From the output, we can see the correlation coefficient between work-life balance and flexibility is 0.902 and the p-value for the two-tailed test of significance is less than 0.05 (value less than 0.05 are shown as 0.000 in SPSS output). So the H₀ can be rejected. It can be concluded that there is a strong positive correlation between work-life balance and flexibility and this correlation is significant at the significance level 0.01.

Relationship between Work-Life Balance and Quality Time

In the cell of the correlation matrix, we get Pearson's correlation coefficient, the p-value for the two-tailed test of significance. From the output, we can see the correlation coefficient between work-life balance and quality time is 0.911 and the p-value for the two-tailed test of significance is less than 0.05 (value less than 0.05 are shown as 0.000 in SPSS output). So the H₀ can be rejected. It can be concluded that there is a strong positive correlation between work-life balance and quality time and this correlation is significant at the significance level 0.01.

Relationship between Work-Life Balance and Leave Facilities

In the cell of the correlation matrix, we get Pearson's correlation coefficient, p-values for the two-tailed test of significance. From the output, we can see the correlation coefficient between work-life balance and leave facilities is 0.895 and the p-value for the two-tailed test of significance is less than 0.05 (value less than 0.05 are shown as 0.000 in SPSS output). So the H₀ can be rejected. It can be concluded that there is a strong positive correlation between work-life balance and leave facilities and this correlation is significant at the significance level 0.01.

Relationship between Work-Life Balance and Workload

In the cell of the correlation matrix, we get Pearson's correlation coefficient, p-values for the two-tailed test of significance. From the output, we can see the correlation coefficient between work-life balance and workload is 0.882 and the p-value for the two-tailed test of significance is less than 0.05 (value less than 0.05 are shown as 0.000 in SPSS output).

So the H₀ can be rejected. It can be concluded that there is a strong positive correlation between work-life balance and workload and this correlation is significant at the significance level 0.01

Relationship between Work-Life Balance and Turnover Intention

In the cell of the correlation matrix, we get Pearson's correlation coefficient, the p-value for the two-tailed test of significance. From the output, we can see the correlation coefficient between work-life balance and turnover intention is 0.883 and the p-value for the two-tailed test of significance is less than 0.05 (value less than 0.05 are shown as 0.000 in SPSS output). So the H₀ can be rejected. It can be concluded that there is a strong positive correlation between work-life balance and turnover intention and this correlation is significant at the significance level 0.01.

CONCLUSION

The Work-Life Balance of employees working in IT firms have assessed in this study. It is found that IT employees have a moderate level of Work-Life Balance level. They have neither high nor low balance between work life and personal life. About the flexibility in Work-life, it is found that the respondents enjoy a high level of flexibility. Employees are getting quality time, but the leave facilities are not up to the expected level, they enjoy an average level of leave facilities. IT employees have moderate to a high level of workload, not too high or not too less. The employees have no much turnaround intention. Even though there are no enough leave facilities and moderate to high workload, they don't possess many turns around intention because it is well accepted that the work culture in the IT industry possesses a high workload. It was found that there is a strong relationship between work-life balance and intention to turn around. Other strong relationships found from the study are, the relationship between flexibility and Work-Life Balance, Quality time and Work-Life Balance, Leave facilities, and Work-Life Balance, Workload, and Work-Life Balance. If employees are provided with different aspects like flexibility, Quality time, Leave facilities, and moderate workload there will be good Work-Life Balance for employees. As there is found a relationship between Work-Life Balance and turnaround intention. Less Work-Life balance will result in high turnaround intention. The turnaround intention can be reduced by providing employees with Good Work-Life Balance.

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