QUALITY OF LIFE AMONG INFORMATION TECHNOLOGY PROFESSIONALS

Sreelal. B,
Nisha Cottage,Badariya Nagar,
Thaliparamba, Kannur.

Dr. L.M Maheshpriya,
Assistant Professor,
Department of Social Work,
Karpagam University,
Coimbthure.

ABSTRACT

Information technology (IT) profession is an extremely stressful occupation and often requires great deal of traveling, high intellectual demand, long working hours, rapid technical process and tight working schedules continual education and constant up gradation of skills in the competitive business market. As a consequence strain is placed on family life.
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The majority of the work force is in IT profession is young (between the ages of 20 to 45 years) and they have to perform multiple responsibilities of family life (e.g. rearing children). Hence, they are placed consistently at the risk of suffering from work-family conflict.
Software organizations are increasingly becoming more important for developed as well as developing economies. Indian software organizations had a phenomenal growth in the last decade and are expected to play a much bigger role in the next millennium in the growth of Indian economy. This growth has been due to availability of highly competent and cost competitive software professionals in India.

The emergence of computers and information systems has been perhaps the single biggest factor impacting organizations during the past three decades. The proliferation of computers and information systems in organizations has generated an increased demand for information systems professionals to implement this technology. Unfortunately, little is known about the

consequences of work-family conflict on IT professionals. During the last several decades, the contemporary developing countries of the world have been shifting from industrial-based national economies to information-based global economies.

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IT Professional: An Empirical Definition

Ghazzawi, 2008

"IT professional" is defined as any employee who is involved in technical service and support, IT management, IT networks, system integration and development, application development, web design, project management, IT procurement, technical end-user support, IT solutions implementation, IT infrastructure, Internet Protocol, or IT solutions sales and support.

Ghazzawi, I. A. (2008). Job Satisfaction Among Information Technology Professionals in the U.S.: An Empirical Study. *Journal of American Academy of Business*, Cambridge, 13(1), 1-15. Retrieved April 22, 2009, from ABI/INFORM Global database. (Document ID: 1413743691).

Citing DeMarco and Lister(1999)

‘‘Most software development projects fail because of failures with the team running them”.

T. DeMarco, T. Lister, Peopleware: Productive Projects and Teams, second ed., Dorset House, New York, 1999.

Review of Literature

Tuckman(1965)

Cohesion, conflict, cooperation, communication, etc., as significant group processes. These processes act as mediating variables in team formation.

Guna Seelan and Maimunah Ismail (2008)

The study brings out quality of work life among information and technology professionals in Malaysia. The study discusses constructs of qwl as health and well being, job security, job satisfaction, competency development, work and non-work life balance in IT professionals and concludes by saying that qwl from the perspective of IT professionals is challenging both to the individuals and organizations.

Davis (1983)

The author defines quality of work life as "the quality of the relationship between employees and the total working environment, with human dimensions added to the usual technical and economic considerations".

Sinha and Sayeed (1980).

Quality of Work Life cannot be attained unless all needs arising in organizational settings are taken care of.

Dolan, L.S, Garcia, S., Cabezas, C. and Tzafrir, S.S (2008)

As organizations are struggling to survive and become more efficient, an accrued interest has evolved around the concept of professionals working life.

Straw and Heckscher(1984)

Quality of Work Life should be viewed as a two way process, from organizational perspective it should consider, employee as the most important resource as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

Feuer(1989)

From the employee's perspective, quality of work life should be conceived as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers.

Loscocco and Roschelle (1991)

The authors pointed out that the most common assessment of quality of work life is the individual attitudes. This is because individual work attitudes are important indicators of qulity of work life.

Heskett Sasser and Schlesinger (1997)

They proposed that Quality of Work Life, which is measured by the feelings that employees have towards their jobs, colleagues, and organizations, would ignite a chain effect leading to an organization's growth and profitability.

Robbins (1989)

"Quality of work life is a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work".

Lau & Bruce (1998)

Quality of Work Life is the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers.

Sekharan (1985)

The author observes that, historically the concept of quality of work life had originally included only the issues of wages, working hours, and working conditions. However, the concept has now been expanded to include such factors as the extent of workers' involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc.

Lim and Teo (1996)

Authors examined gender differences in occupational stress and coping strategies among Information Technology (IT) professionals in Singapore. It was found that the female IT personnel reported significantly higher scores on sources of stress originating from 'factors intrinsic to the job','managerial role', 'career and achievement', 'organizational structure and climate' and 'relationships with others'. Contrary to initial prediction, no significant gender difference was found for stress originating from 'home-work interface'. With respect to coping strategies it was found that female IT personnel tend to suppress their emotions and deal with problems in a logical and unemotional manner.

McGee(2003)

While extended work demands are not the exclusive domain of IT professionals, mounting evidence indicates that workers in the IT sector are experiencing longer work hours, more work-life conflict, and higher indices of burnout than their coworkers in other functional areas.

CIO Research Reports(2001)

Here, a survey of technology workers indicated that 50% of respondents felt that they achieved less work-life balance than their counterparts in other functions, and 58.3% of IT workers report that they do not feel they have an appropriate balance between their work lives and their personal lives.

Leyden(2003)

Study indicates that 71% of IT managers feel that IT employee burnout is a significant issue facing organizations.

Fischer(1998).

The study reveals that, 94% of networking professionals work in crisis mode at least some of the time.

Longenecker, C. O., Schaffer, C. J., & Scazzero, J. A. (1999)

While work-life conflict touches every occupational area, IT workers may be more prone to its effects than other groups of employees. IT workers frequently face extended work schedules and often are asked to meet unrealistic deadlines without the necessary resources.

Jiang & Klein(1999)

The study estimated a 25–35% turnover rate for IT professionals in Fortune 500 firms.

Boh, W. F., Slaughter, S., & Ang, S. (2001)

The study found that the IT sector has characteristics of both a boundary less profession and an occupational labor market. These characteristics mean that compared to other occupations, IT professionals are better able to move to different companies within the same occupation and also to change occupations with relative ease.

Agarwal & Ferratt (2001)

The IT professionals get overloaded works due to the lack of manpower and resources to complete projects in combination with unrealistic deadlines for the implementation or completion of IT-related initiatives.

Engler, 1996; Perlow, 1998

Role overload comes in the form of frequently extended work schedules that often require IT projects to be staffed on a 24/7 schedule.

Moore (2000)

He examined the lives of IT professionals and found that work overload was associated with work exhaustion, a significant predictor of turnover intentions. The study of IT workers found an 18% burnout rate, with much of this burnout being attributed to overload.

Sethi, Barrier, and King (1999)

The study found that work overload was associated with emotional exhaustion among IT workers.

Moore & Love (2005).

IT workers generally were much less likely to engage in organizational citizenship behaviors than their non-IT counterparts .Organizational citizenship behaviors (OCBs) are discretionary behaviors that are not part of the job description, but often are invaluable to the organization (e.g., helping other employees learn a new software system, providing informal mentoring to new employees).

One of the most common factors creating both physical and psychological strain based conflict for IT workers is the availability of technology that allows work to be completed from nearly anywhere at any time.

Higgins & Duxbury (2005).

The study found that 68% of employees sampled felt that technology had increased their stress level and 70% felt that it had increased their overall workload.

Batt and Valcour (2003)

The study found that technology use was significantly associated with work-life conflict.
IT workers often feel exhausted, sleep-deprived, and worn down by the constant mental presence of work.

Stokes(1996)

One of the most common factors creating both physical and psychological strainbased conflict for IT workers is the availability of technology that allows work to be completed from nearly anywhere at any time.The study suggest that IT professionals should draw clear lines between their work lives and their personal lives, and that they should take whatever steps necessary to maintain those boundaries.

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The study found that 68% of employees sampled felt that technology had increased their stress level and 70% felt that it had increased their overall workload.

Batt and Valcour (2003)

The study found that technology use was significantly associated with work-life conflict.

Igbaria, Parasuraman, and Badawy (1994)

The study found IT employees with high job involvement demonstrated more boundary-spanning activities and higher levels of role stress, but also demonstrated higher levels of commitment to the organization.

Hyman, J., Baldry, C., Scholarios, D., & Bunzel, D. (2003)

It is a study of software developers and call-center employees in Britain. The study found that IT workers in firms with more supportive and family-friendly policies reported lower levels of work intrusion into family time.

King, R. C., Weidong, X., Campbell Quick, J., & Sethi, V. (2005)

The study examined the nature of IT worker socialization and how various investiture socialization tactics help to reduce feelings of role ambiguity and role conflict. Investiture tactics are those that tend to build up newcomers and affirm confidence in their own skills and abilities. This approach contrasts sharply with those designed to "tear down" new hires in order to rid them of their previous behaviors and attitudes. He pointed out; aving a clear understanding of one's role eliminates wasted time and energy spent trying to figure out the tasks that need to be completed and the internal and external customers with whom the new employee is expected to communicate. In doing so, IT workers feel less role conflict and therefore are more likely to be committed to the organization and have higher levels of job satisfaction.

Pratt and Rosa's (2003)

The study also reveals that network marketing organizations alleviate the burden of work-family conflict by attempting to merge family with work. The authors discuss specific strategies used by these organizations, which include a socialization process that explicitly encourages employees to spend time with their families and to prioritize their family lives over their career success. These organizations also frequently recognize and discuss the ambivalence caused by work-family conflict and attempt to bring this issue to the forefront of employees' minds.

Pratt and Rosa note that by explicitly recognizing and discussing the work-family conflict

experienced by distributors, these organizations are able to transform work ambivalence into positive and proactive strategies that merge work with family. Specifically, these organizations encourage employees to align personal goals with career-related goals and to include family members in career related goal striving.

Tam & Mangalindan(2005)

This Wall Street Journal article highlighted that, a number of high-tech firms that are bringing in service providers for employees. Such services include everything from car washes to massages. demonstrate that a number of organizations are bringing back such perks, not simply as recruitment tools, but as a means to improve productivity and reduce the work-life conflict experienced by their high-tech workers. In fact, many organizations implementing these strategies are actually requiring employees to pay for the service; yet, by bringing these services to the office, organizations improve productivity and provide employees with a powerful way to reduce time-based conflict.

Jiang and Klein (1999)

The study revealed that opportunities for career development and enhancement resulted in greater career satisfaction in a group of information systems professionals.

Cougar(1988)

This study about IT professionals found that the second and third greatest motivators for IT personnel (behind the work itself) were opportunities for achievement and advancement, respectively.

Paré & Tremblay (2000).

IT professionals will willingly remain in organizations where work is stimulating and challenging, chances for advancement are high and if they feel reasonably well paid.
The study also point out that, Effective IT retention strategy will focus on four key categories of HR practices, namely, 1) distributive justice, 2) competence development and career paths; 3) recognition of performance, and 4) empowerment.

Gorla and Lam (2004)

They identified several team-related factors that affect software development project performance. The factors include the personality composition of members, team leadership, and intra-team communication and coordination.

Sumner, Bock, and Giamartino (2006)

They suggested that the psychological orientation of IT professionals tends to influence their project leadership effectiveness. They pointed out that the IT professionals have traditionally lacked soft skills, such as the ability to manage people and communicate effectively.

Boyar & Mosley(2007)

The work-family interface is defined as the interconnected relationship between work and family; specifically, these two areas affect one another.

Greenhaus & Beutell (1985)

Workfamily conflict is defined as a form of interrole conflict in which demands of work and family roles are incompatible in some respect, so that participation in one role is more difficult because of the participation in the another role.

Madsen, S. R., John, C. R., and Miller, D. (2005)

The study reported that work-family conflict is related with lower level of mental health.

Frone (2003)

The study examined that both the directions of work-family conflict are related to the mental health, physical health and health related behavior of employees.

Netemeyer, R., Boles, J., and McMurrian, R. (1996)

The study have reported that work-family conflict is negatively related to job performance.

Lambert, Claire, Kass, Stenven, J., Piotrowski, Chiris, and Vodanovich, Stephen, J. (2006)

Work-family balance is an important organizational issue in the IT industry.

Ahuja, Manju, K., Harrison, D., McKnight, Kathrine, M., Chudoba, Joey, F., George, and Charls, J., Kacmar (2007)

Work-family conflict is a major source of stress among IT professionals because they have to juggle continuously between the demands of job and family life .

Greenhaus & Beutell,(1985) defined work family conflict as a form of Inter-role conflict in which demand of work and family roles are incompatible in some respect so that participation in one role is more difficult because of participation in another role. identified three different types of work-family conflict: time-based, strainbased and behaviour-based conflict. According to this categorization, time-based conflict occurs when multiple roles compete for a person's limited time. This kind of conflict can take two forms: physical and mental. Demands may be unmet when person is eitherphysically absent from a domain or mentally preoccupied with other domain. A second form of work-family conflict is strain-based conflict. It occurs when strain from one domain is incompatible with meeting the demands of other domain and made it difficult to comply with the demands needed for the role responsibilities. Finally, Behaviourbased conflict occurs when behaviour developed in one domain incompatible with role demand in the other domain, and the person can't adjust behaviour between domains.

Netemeyer, R., Boles, J., and McMurrian, R. (1996) have reported that work-family conflict is negatively related to job performance. Several researchers have demonstrated that workfamily conflict is related to reduced concentration and attention on the job, absenteeism, low job involvement, and reduced organizations citizenship which in turn reduced overall performance.

Ahuja(2007) pointed out that, work-family conflict is a major source of stress among IT professionals because theyhave to juggle continuously between the demands of job and family life .

Kossek and Ozeki, (1998) have found a negative relationship between work-family conflict and marital satisfaction, family satisfaction and life satisfaction.

Acharya and Mahanty (2007) pointed out that; software industry in India is experiencing exponential growth. This has created a pressing need for a large number of skilled engineers, computer scientists and science graduates. The software organizations rely heavily on the newly minted engineers to meet this demand. And yet, an average home-grown organization appears to be lagging behind in its hiring and retention goals as it competes with multinationals (such as IBM, Dell and Microsoft) or other better known domestic organizations.

Ng and Feldman (2009).

Turnover is particularly high among the young newcomers, who are more mobile than their older counterparts, and have fewer family responsibilities.

Ravishankar and Pan (2008)

Employee attachment becomes vulnerable in this IT industry because the software professionals work on projects for extended time periods located in client sites. Here they interact more with 'clients' employees than with their co-workers and supervisor or are otherwise physically removed from the central offices.

Budhwar, Luthar and Bhatnagar (2006)

Even when the employees are located within the organizational premises, the work intensity requires long hours, especially when project deadlines are short or urgent. Unless the employees perceive the need to go above and beyond the normal work hours to get their jobs done, these projects may well be lost. 'Employee buy-in' has, therefore, become a buzz word in the industry

as the software organizations measure and compare attraction and retention rates with industry averages.

Chadee and Raman (2009).

organizational identification becomes a particularly important issue in the Indian IT and software sectors as they face extensive competitive pressures.

Karasek & Teorell (1990).

The study highlights that fficient use of IT systems demands competent users with certain kind and amount of knowledge. Persons lacking necessary knowledge feel that they cannot satisfactorily handlework demands and control theirwork situation, and lack of control is a well-known stress factor.

Arnetz and Wiholm (1997) carried out research in high technology industries suggest the psychosomatic symptoms are related in part to high perceived mental demands in combination with lack of sufficient skills.

DeMarco and Lister

‘‘Most software development projects fail because of failures with the team running them”.

Cone (2007)

It is no secret that the number of women working in the field of information technology has declined since 2000.

IT World Canada Salary Survey (2008), job satisfaction among IT professionals in Canada seems to be high.

Network World (2007) reported that only 22 % of their IT respondents were dissatisfied with their jobs overall. In the same survey, IT professionals rated family friendliness (i.e. work environment) as the most important factor in their satisfaction, followed by job security, flexible work schedule, proximity to home, and leave (vacation, holidays, etc.). In the same study, Information Technology professionals’ least important factors were: (1) annual raises, (2)

performance incentives/bonuses, (3) advancement potential, and (4) stock options (Network World, 2007).

Murphy (2007) indicated that job stability and security are not a major concern for IT pros. In Murphy's study, 40% of IT managers and 34% of IT staff indicated that creating innovative IT solutions is a most important factor.

Ghazzawi (2008), concluded IT pros are generally satisfied. Their top satisfactions factors were: ability to keep busy all the time; ability to do things that don't go against their conscience; employment security; the chance to work alone on the job; the chance to try their own methods of doing the job; supportive co-workers; working conditions; chances to do things for other people; opportunities to do different things from time to time; and the chance to do something that makes use of abilities. On the contrary, their key sources of job dissatisfaction were: company policies and practices; opportunities for advancement; pay, and amount of work.

Ghazzawi defined "IT professional" as any employee who is involved in technical service and support, IT management, IT networks, system integration and development, application development, web design, project management, IT procurement, technical end-user support, IT solutions implementation, IT infrastructure, Internet Protocol, or IT solutions sales and support.

Cummings (2007) indicated that working conditions/ work environment, the corporate culture, IT peers, and the challenge derived from the job itself are the top rated factors in job satisfaction. found that the greatest source of frustration for IT pros stemmed from two factors: working long hours to resolve technical issues or to complete an implementation, or being placed on call to take care of any technical issues at anytime; and dealing with politics and red tape when a decision needs to be made quickly.

Huarng (2001)

The author found that IT professionals reported higher levels of emotional exhaustion than police and nurses. In particular, their emotional exhaustion was found to be lower than that of teachers, welfare managers and hospitality employees.

Lim and Teo (1996)

The studyexamined stress and coping strategies among IT personnel in Singapore. Their research found that women more likely to seek social support than their male counterparts when dealing with stress. Male IT personnel, on the other hand, were likely to engage in 'logic' i.e., suppress their emotions and deal with stress in an objective and unemotional manner.

Pare & Tremblay (2000)

IT professionals will willingly remain in organizations where work is stimulating and challenging, chances for advancement are high and if they feel reasonably well paid.

Lee & Hui (1999) had pointed out, "work interference with family may be an indicator of how much devotion one has for work."

Chelte (1983).

Quality of work life is the quality of relationship between employees and the total working environment, with human dimensions, technical and economic consideration.

Saraji and Dargahi (2006)

Quality of work life is a dynamic multi-dimensional construct that includes concepts such as job security, reward systems, training and career advancements opportunities and participation in decision making.

Drobnic and Prag (2010)

Emp loyees that have secured jobs and pay would fee l co mfo rtable at the work place and this affects their quality of life.

Davis & Trist (1974).

Quality of Work Life was first developed in the United States and UK, then spread to Norway, the Netherlands, India and Japan.

Newstorm and Davis (1997) defined Quality of Work Life(QWL) as the degree which employees meet their important personal needs through work. According to this, QWL covers all topics related to workplace, not only favorable subjects as job satisfaction, development of employee skills, wages, health, safety and the improvement of the physical conditions but also issues such as stress, burnout which are unfavorable for employees.

Robbins (1989) defined QWL as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work".

The European Foundation for the Improvement of Living and Working Conditions (2002) related QWL to job satisfaction, job acceptance, motivation, health, security, safety, productivity, job security, skill development, well-being and balance between work and non-work life.

MODEL OF QUALITY OF WORK LIFE

Richard E Walton proposed 8 major conceptual variables which contribute to quality of work life. They are:

1. Adequate and fair compensation
2. A safe and healthy working environment
3. Immediate opportunity to use and develop human capacities
4. Opportunity for continued growth and security
5. Social integration in the work organization
6. Constitutionalism in the work organization
7. Balanced role of work and total life space
8. The social relevance of the work life treatment

Thus QWL covers all aspects of an employee's life with special reference to their work and their working environment. The researcher has used this model to study the quality of work life among IT professionals. Within each variable stated above the researcher has further sub divided

and chosen the following indicators of quality of work life. Adequate and fair compensation would include Pay and Benefits, Safe and healthy working environment would include risk free, pollution free working environment. Immediate opportunity to use and develop human capacities will include autonomy, multiple skills, information and perspective, whole tasks. Opportunity for continued growth and security will include development and advancement opportunities. Social integration in the work organization will include freedom from prejudice, egalitarianism. Constitutionalism of the work organization is privacy and freedom of speech. Balanced role of work and total life space will mean an equitable balance between work and family life. Social relevance of the organization will include concern for welfare of the society in which the organization exists.

Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life.

As organizations continue to emphasize information technology (IT) to help them compete, IT professionals are being asked to overcome a growing list of challenges. This unrelenting emphasis on IT initiatives often results in longer working hours and around-the-clock support, placing IT workers at risk of suffering from work-life conflict. Human resource managers must skillfully manage this issue, with a particular focus on mitigating the consequences associated with work-life conflict.

Work-Life Conflict in the IT Profession

With information technology (IT) workers being increasingly stretched by extensive projects and aggressive timelines, this fictional example illustrates a problem faced by many organizations.

Earlier studies have reported that work-family conflict is one-dimensional construct.
But recently empirical and theoretical research has reported reciprocal relationship of work-family conflict. More specifically work-family conflict occurs in both the directions i.e. work-to-family and family-to-work conflict.

A substantial body of evidence related to work-family conflict has shown that workfamily conflict is associated with various work (job satisfaction, commitment etc.), nonwork (Family satisfaction etc) and stress related (depression, burnout, stress etc.) outcomes

Work-to-family conflict has also generally been negatively associated with various satisfaction measures such as life satisfaction, marital satisfaction, family satisfaction and leisure satisfaction.

Within the field of organizational psychology and health psychology work-family conflict has been studied from the perspective of role-strain theory (Frone, 2003). According to role theory, role conflict is defined as, "simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other" (Kahn, Wolfe, Snoek, & Rosenthal, 1964, p. 19).

Researchers pointed out that work-to-family conflict is related to ineffective performance at family domain and family-to-work conflict is associated with ineffective performance at work domain

Work-life conflict is a construct referring to the general interference that work life tends to have on an employee's personal life. It is a more general form of work-family conflict, which is defined as "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77).

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. Academy of Management Review, 10, 76–88.

Work-life conflict can come in many forms and may represent intrusions of work into family time, leisure activities, or a general inability to mentally leave the work world behind when physically moving from one's workspace to one's home and personal space. For example, work-life conflict is experienced when meetings run long and family dinners are missed, pagers interrupt movie night with friends, or thoughts wander to work problems during a round of golf.

IT professionals are those professionals working directly with the development, testing, implementation, or support of information systems solutions.

Role overload among IT professionals may have dramatic effects on several organizational outcomes.

This is of particular concern to IT workers because their jobs may require them to plug into the office more regularly than their co-workers. For instance, most IT workers engaging in any type of project-related work or general support are likely to carry pagers, mobile phones, and laptop computers home on a nightly basis. While these tools allow for greater flexibility, they can also create both time- and strainbased conflict. Time-based conflict occurs as the employee is forced to spend additional time working from home instead of attending to other nonwork responsibilities. The psychological burden of disengaging from family or other nonwork activities in order to perform work duties creates additional strain-based conflict.

Greenhaus and Beutell (1985) identify three main factors that lead to work-life conflict. The three factors discussed are behavior-based conflict, time-based conflict, and strain-based conflict (Greenhaus & Beutell, 1985). Behavior-based conflict refers to the notion that patterns or behaviors expected in one role may be in opposition with the desired characteristics of another role. In other words, behavior-based conflict exists when an individual is expected to behave one way in a certain context and an opposite way in another context.

Behavior-based conflict can be a problem for IT professionals who may be asked to work in a logical and assertive manner as they work on troubleshooting problems or developing new programs, and are then expected to be less analytical and more open to the needs of their loved ones once they transition into nonwork roles. While this general phenomenon certainly does occur in the lives of IT workers, it is not a unique problem, as many other professionals face similar difficulties.

Time-based conflict occurs as the employee is forced to spend additional time working from home instead of attending to other nonwork responsibilities.

Time-based conflict refers to the simple idea that additional time spent in one domain (i.e., work) precludes individuals from investing that time in another domain (i.e., personal relationships), while strain-based conflict suggests that one domain is affected by the stress created in another role (Greenhaus & Beutell, 1985). Thus, strain-based conflict is considered a psychological factor that is actualized when employees have difficulty leaving the pressures of work behind when transitioning to their personal roles.

Research indicates that work stressors are likely to spillover into family and nonwork life, making it more difficult to effectively meet nonwork demands.

IT workers frequently have changing schedules that require them to work shifts late into the evening. By offering on-site child care, the employer can dictate the hours of operation for the day-care facility and may be able to provide care during hours that off-site providers are unwilling or unable to staff. For instance, toward the end of major upgrades or releases that may need to be staffed 24/7, the organization may be able to make arrangements with their daycare facilities to provide staff during the evening or nighttime hours to watch children while IT workers push to complete the project.

In conclusion, work-life conflict is an important issue in the IT profession. Given the project-based nature of the work, the frequent use of extended schedules, the heavy reliance upon technology, and the accelerated timelines of IT implementations, IT workers in particular are subject to both time- and strain-based conflict. To combat dissatisfaction and turnover among IT professionals, organizations must understand how work-life conflict can feed into these undesirable consequences. Beyond understanding, however, they must take positive, practical steps to confront the issue of worklife conflict. Hopefully, the discussion and solutions offered in this article will assist HR managers in building tangible and effective strategies for managing work-life conflict among IT professionals.

The term quality of work life was first introduced in 1972 during an International Labor Relations conference. Quality of Work Life is a dynamic multidimensional construct that

currently includes such concepts as job security, reward systems, training and career advancement opportunities, and participation in decision making.

CONCLUSION

Information technology personnel are active agents who respond to changes in the environment within which they work. This results in a transactional relationship between the individual and their environment, involving several processes. The most regulating process in the stress-related transaction is cognitive, involving several factors such as personal beliefs, individual differences, appraisals, and affect, all of which give direction towards the adoption of specific coping strategies. The hierarchical regression analysis has demonstrated that specific individual demographics influenced the psychological adjustment among the IT personnel sampled. Those IT personnel who engaged in a more problem-focused style of coping, such as active coping were better adjusted than those who engaged in more emotion-focused styles of coping such as cognitive avoidance coping, social coping, accepting responsibility, and self-controlling coping. In addition, it was revealed that increased adjustment of IT personnel was associated with positive affect. So it can be concluded that the psychological adjustment of male IT personnel is influenced by the types of coping strategies they use, specific individual demographics and their affect state. The increasing demands being imposed on firms by customers to deliver services and products more efficiently and effectively is often reliant on IT personnel being able to be adaptive and responsive to the environment within which they work. In addition, IT personnel are also confronted with the demands of users, and increasingly the stakeholders who are reliant on the information system and the data produced. If IT personnel are not able to manage and cope with the job strain that they are confronted with then there is a danger of that customers could be lost to competitors, which are considered more reliable. Consequently, if firms are to improve their performance, then they need to provide their IT personnel with an environment that encourages problem-focused coping through improved training and skills development. As there has been limited research undertaken that has addressed psychological adjustment and coping of IT personnel the findings reported in this paper provide the impetus for future research in this area. For example, determining whether personality and gender type influence the coping strategy and subsequently the psychological adjustment of IT personnel to work-related stress.

The degree and pace of change being imposed on businesses by globalization and developments in information and communication technologies will increase the levels of work-related stress among IT personnel. As businesses seek to improve their competitive positioning within their respective marketplaces, they are creating an environment that fosters change, much of which adds to the everyday pressure and stress on employees. It would appear that stress has become anintrinsic feature of the workplace, especially among IT personnel, but how they cope with the pressures of technological change imposed on their work environment will ultimately influence overall business performance.

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