

**WORK LIFE BALANCE OF EMPLOYEES
IN THE IT INDUSTRY- HYDERABAD**

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ABSTRACT

Work and family are the two most important domains in a person's life. Balancing work and family domains is increasingly becoming a difficult task for various employees and they are concerned about the boundary between their work and non-work lives. Moreover, the present day society throughout the world has witnessed dramatic changes in the concepts about work and family life over the past few decades due to technological advancements and improvements in living conditions. These changes and advancements quite often lead to interference, conflict and Competing demands between expectations of the work place and personal needs at home. As a result the subject of Work-Life Balance (WLB) has received wide spread publicity and has been subjected to an increasing number of investigations in different parts of the globe. Work-life balance refers to the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the other. Work-Life Balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

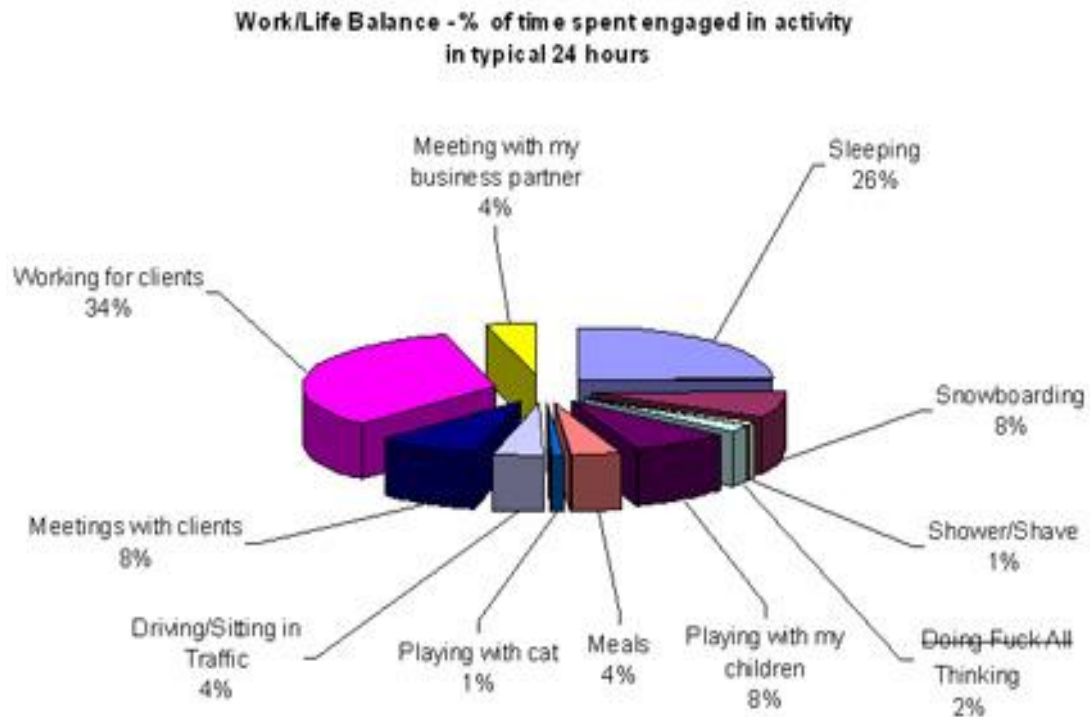
Key words: *Balancing, Domain, Family, Interference, Work Life.*

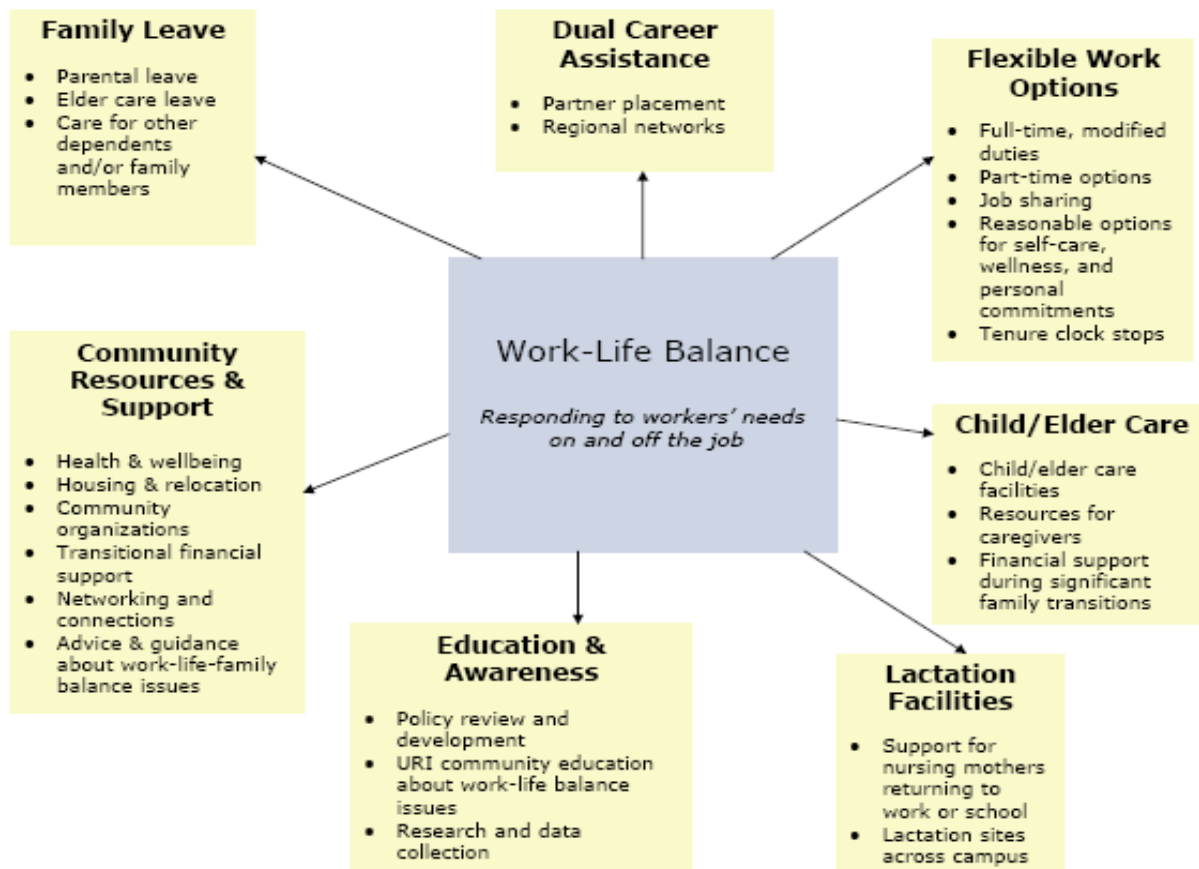
Introduction:

Work-Life Balance is a broad concept including proper prioritizing between "work" (career & ambition) on one hand and "life" (Health, pleasure, leisure, family & spiritual development) on the other.

Human resources and social development, Canada defines work-life balance as ‘a self defined, self-determined state of well-being that a person can reach, or can set as a goal, that allows them to manage effectively multiple responsibilities at work, at home, and in their community; supports physical, emotional, family and community health and does so without grief, stress or negative impact’. Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Emotions are an intrinsic part of our biological makeup, and every morning they march into the office with us and influence our behavior. Emotional intelligence consists of five factors: Knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships Goleman (1995). Researchers today are interested in finding the effects of emotional intelligence on employees and thereby, organizations, and analyzing the various other facets of EQ. Emotional intelligence improves individual and organizational performance. It plays a significant role in the kind of work an employee produces, and the relationship he or she enjoys in the organization. Work – Life Balance is a challenging issue for IT leaders, managers and has also attracted the attention of researchers. 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. In this climate managing the boundary between home and work is becoming more challenging. Organizations need to ensure they not just encourage but mandate a practical and workable work/life balance policy, benefiting and meeting the needs of both the organization and its employees. Organizations not providing real opportunity for employees work/life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. Merely creating a work/life policy framework is not enough; fostering an organizational culture that supports the use of available policies is also of great importance. Further there is a need for employers and employees alike to find flexible and innovative solutions that maximize productivity without damaging employees well – being, their family Relationships and other aspects of life.

Work-Life Balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society. Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills. Work-Life Balance is a challenging issue for IT leaders, managers and has also attracted the attention of researchers. 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. Organizations need to ensure they not just encourage but mandate a practical and workable work-life balance policy, benefiting and meeting the needs of both the organization and its employees.





Statement of the Problem:

A Study on Emotional Intelligence in Relation to Work – Life Balance of Employees in Information Technology industry.

Significance of the study:

This study is an attempt to contribute a fresh with a new perspective to the field of human resources and behavioural sciences with special reference to emotional intelligence in relation of employees work – life balance in IT organizations.

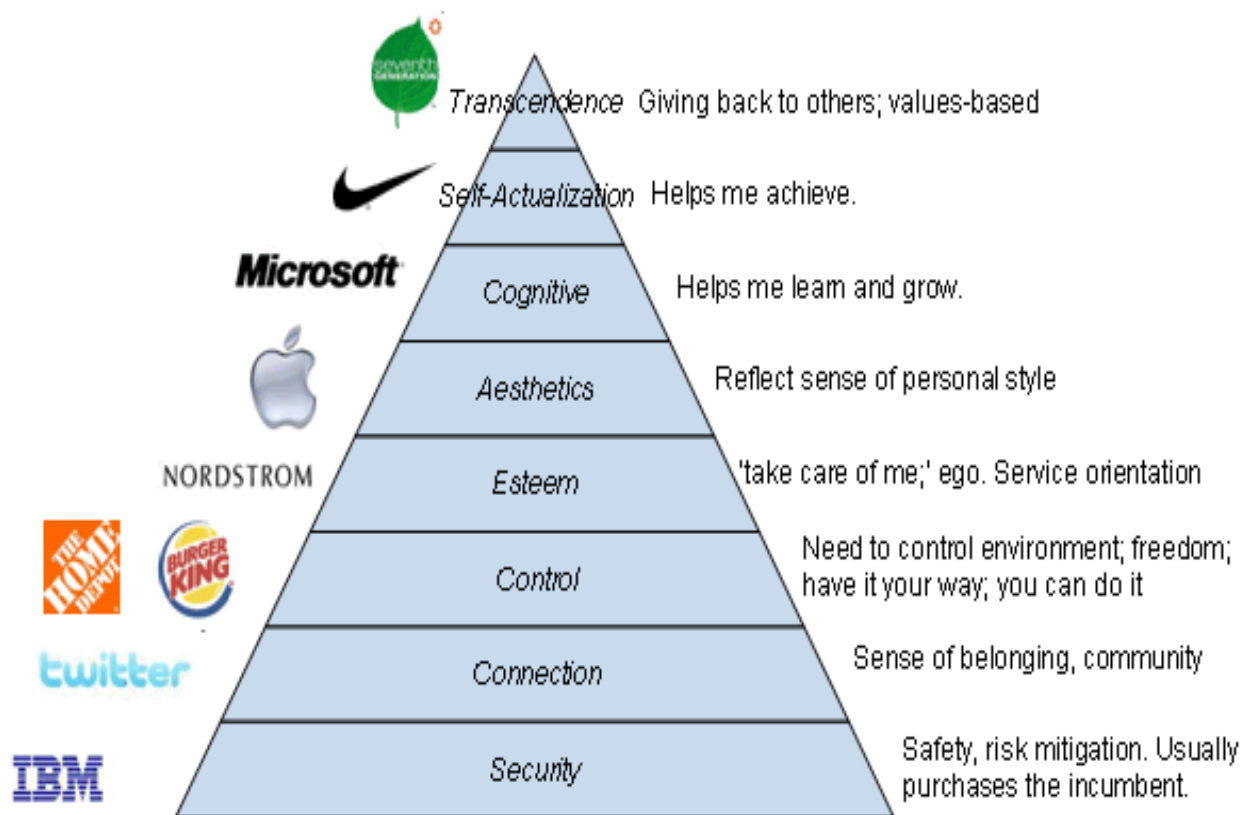
This study will initiate a series of serious and productive discussion on the subject.

Need for the study:

- The concept of work – life balance is gaining importance across IT organizations.

- This study aims at helping IT organizations build more effective policies with respect to of work – life balance.
- It also helps the organizations introduce new work–life balance programs.
- It encourages sharing of best practices across IT organizations. Further the study facilitates to build organization wide culture, effective use of policies and programs

Components of Growth:



Review of Literature:

The review of related literature in the area of work–life balance and emotional intelligence spanned for more than more than five decades and provided the researcher valuable inputs, perspective, insights and direction in understanding these factors and designing this study. The

gaps were identified and the researcher has attempted to seriously and systematically undertake the present investigation.

Research Methodology

IT companies are now having of “Employees first and Customers Second” by believing that happy employees can keep customers happy .

There is increasing awareness of the benefits of providing more flexible HR strategies , reflecting increasing recognition of the fact that work other life commitment cannot be separated .

As the IT organizations move towards more participative and flat structures in which employees are expected to manage increased workloads

Limitations of the Study

- The sample was limited to IT organizations in Hyderabad city.
- The study was conducted under the assumption that the information given by the respondents will be authentic
- The outcome of the study cannot be generalized as the data will be collected only from a section of employees and not from all the employees
- The study is chiefly concentrated only on the IT sectors.

Time factor was a major challenge.

Objectives of the Study:

- To analyze work life balance of selected IT professionals and identify the factors influencing the work life balance
- To identify policies, practices and programs offered by IT organizations with respect to work life balance

- To examine the relationship between the exogenous and the endogenous variables of the study and to evolve a suitable model for the variables of the study.
- To elicit the views of HR managers with respect to certain attributes of- work life balance.
- To identify the socio-demographic and work -related variables that causes deference aspects of work life balance of the respondents
- To examine the key issues in ensuring work -life balance to the employees from HR manager point of view

Tools used for analysis:

- Descriptive statistics
- Canonical Correlation Analysis
- Pearson’s Correlation Analysis
- Multiple Regression
- ANOVA

was adopted to treat the data and test the hypotheses between work – life balance and emotional intelligence and demographics

Findings of the Study:

The major findings of the study were:

1. The three major behaviours of work that interferes with personal life were unhappiness with the amount of time for non – work activities followed by missing personal activities due to work and putting personal life on hold because of work.

2. The two major factors impacting work – life balance of IT employees are feeling exhausted at the end of days work and quitting their jobs or taking a career break because of work – life balance issues.
3. The major work related factor interfering with personal life were, carrying cell phone or a pager so that the employees can be reached after normal business hours and checking email or voice mail at home after returning from work.
4. The highest difference was noticed in Work from home all the time, followed by part time work. The least difference was found in paid leave of absence for education and paid paternity leave. In case of paid maternity leave the prevalence of it was found to be higher than the awareness of the work – life balance programs.
5. Usage of work – life balance programs like part time, work from home all the time, career breaks and brief paid sabbatical of 1 – 2 months had higher level of risk involved to an IT employee’s position. Where as flexible work schedules, paid paternity leave, work from home occasionally and paid maternity leave had less risk involved to an IT employee’s position.
6. IT employees were more likely to use work – life balance programs like flexible work schedules followed by work from home occasionally, paid leave for sick family member i.e. (parent, child, spouse) and paid paternity leave. Where they were less likely to use programs like, work from home all the time, career breaks, part-time work and paid maternity leave.
7. It was found that IT employees were high on regulation of emotion in the self, followed by appraisal and recognition of emotion in others, use of emotion to facilitate performance and appraisal and expression of emotion in the self.
8. It was found that Level of risk to an employee’s position with the usage of work-life balance programs has a strong correlation with Appraisal and expression of emotion in self, Use of emotions to facilitate performance and Appraisal and recognition of emotion in others. The relationship between emotional intelligence’s influence on work – life balance dimensions was significant however the influence was weak. Appraisal and expression of emotions in self, and Use of emotions to facilitate performance influenced maximum on work - life dimensions. Among the work - life dimensions risk in position with usage of work-life balance programs was maximally influenced by emotional intelligence.

9. Use of emotions to facilitate performance negatively influenced factors impacting work – life balance.
10. Appraisal and recognition of emotion in others had a significant influence on work related factors interfering with personal life.
11. Appraisal and expression of emotion in the self negatively influenced level of risk to an employee’s position with the usage of work-life balance programs. Regulation of emotion in the self positively influenced level of risk to an employee’s position with the usage of work-life balance programs.
12. Significant differences were found between gender and work interference with personal life, work related factors interfering with personal life and level of risk to an employee’s position with the usage of work-life balance programs. All the three variables were higher for men as compared to women.
13. Significant differences were found between age and work related factors interfering with personal life. Work related factors interfering with personal life were highest for the 35 – 45 years age group, followed by the 45 – 55 years age group and was lowest for employees above 55 years.
14. Significant differences were found between marital status and work related factors interfering with personal life and likelihood of usage of work life balance programs. Work related factors interfering with personal life were higher for married IT professionals as compared to single or unmarried IT professionals. Further married IT professionals were more likely to use work - life balance programs as compared to single or unmarried IT professionals.
15. Significant differences were found between management level and work interference with personal life, factors impacting work – life balance and work related factors interfering with personal life. Work interference with personal life was highest for IT professionals at the middle management level and lowest for junior level management. Factors impacting work – life balance was highest for both junior and middle management IT professionals and lowest for senior management IT professionals. Finally work related factors interfering with personal life were highest for senior management IT professionals and lowest for junior level management IT Professionals.

16. Significant differences were found between years in present position and work interference with personal life, work related factors interfering with personal life and likelihood of usage of work-life balance programs. Work interference with personal life and Work related factors interfering with personal life were highest for IT professionals who were in the same position for six and more years. IT professionals who were in the same position for about four years were more likely to use work-life balance programs.

17. Significant differences were found between overall experience and work interference with personal life and work related factors interfering with personal life. Both the variables were highest for IT professionals with 10 –20 years of overall experience and lowest for IT professional 2 – 5 of overall experience.

Work Life balance For a great life



Suggestions for further research:

- A comparative study between work – life balance and organizational commitment can be undertaken.
- A comparative study between emotional intelligence and ethics at the workplace may be undertaken.
- This study can also be done exclusively by taking into consideration only the managers and the leadership team of the IT organizations.
- A comparative study between work – life balance, emotional intelligence and job satisfaction can be undertaken
- As the study was conducted in IT sectors other sectors need to be studied to compare and contrast the results so that the generalisable of the findings can be increased.
- Other human resource management and organizational behaviour variables can be investigated as Dependent variable.
- A comparative study between organizational citizenship behaviour and emotional intelligence can be undertaken.
- This study can be replicated between Indian IT MNC's and foreign MNC's to understand the differences in findings.

Conclusion:

- Work – Life Balance of IT employees is an issue that has attracted the interest of researchers, educationists and the leaders of the IT world.
- Managing both professional and personal life effectively and efficiently has become a major challenge for the IT employees.
- IT organizations need to make efforts to develop effective work – life balance policies and encourage their employees to make use of the available policies.

- This will help increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the IT employees to give their best.
- This study confirms that both emotional intelligence and work – life balance together create organizational success and develop competitive advantage for IT organizations

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