

# A STUDY ON INDIVIDUAL RELATED VARIABLES AND WORK LIFE BALANC IN IT AND ITES EMPLOYEES

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## **ABSTRACT**

*Work-life balance currently playing a pivotal part in chooses the work related performance of employees in IT and ITES industry. With enlargement commitment in the work place, it is extremely complicated to the employees to retain a reasonable level of work life balance with individual variables. Such situation impact on employees physiologically and psychologically. The frenzied life of preservation and excelling in service job has place incredible strain on employees' life and guide to work life imbalance which is a difficulty that cause a big danger to employees health and performance , as well as the company's performance. This paper aims to study the relationship between the work life balances in IT and ITES sector employees and find out how the individual related variables affecting the work associated actions of the employees.*

**Keywords: Work Life Balance, Stress, Performance**

## **1. INTRODUCTION**

The article describes the relationship between various individual related variables and work life balance, and the differences in work life balance of working professionals at varied levels of individual variables. The data collected for the study was tabulated and descriptive statistics - mean, median, standard deviation, skewness and kurtosis were calculated to study the nature of distribution of scores for work life balance and its dimensions (work interference with personal life, personal life interference with work and work/personal life enhancement) and for individual related variables (emotional intelligence and work centrality).

## **2. SCOPE OF THE STUDY**

The study is confined to the IT and ITES industry employees. The Work Life Balance of the employees its effect on the performance of the employees. The article concentrated to study the relationship between individual related variables and Work Life Balance at work place of the employees.

### 3. OBJECTIVES

1. To Study the relationship between the individual related variables and work life balance of working professionals in IT and ITES industry
2. To the relationship between emotional intelligence and work life balance
3. To study the relationship between work centrality and work life balance of working professionals in IT and ITES industry

### 4. HYPOTHESIS

**H<sub>01</sub>:** There is no significant relationship between individual related variables and work life balance of employees

**H<sub>02</sub>:** There is no significant relationship between emotional intelligence and work life balance of employees

**H<sub>03</sub>:** There is no significant relationship between work centrality and work life balance of employees

### 5. RESEARCH METHODOLOGY

Pearson product moment correlations were computed to study the correlation between individual related variables (emotional intelligence and work centrality) and work life balance and its dimensions. For the variables of age, gender and marital status point biserial correlations were calculated.

In addition, one way analysis of variance was used to study the significance of differences among the high, average and low groups (categorized on the basis of  $M \pm 0.5\sigma$ ) on each of the individual related variables (emotional intelligence and work centrality) with respect to the work life balance and its three dimensions namely, work interference with personal life, personal life interference with work and work/personal life enhancement. Wherever F-values were found to be significant, t-test was applied to study the significance of differences between means of various groups. t-test was also used to study the differences in work life balance of IT and ITES working professionals with respect to age, gender and marital status.

### 6. ANALYSIS AND INTERPRETATION

#### 6.1 Work life balance and its dimensions:

On the dimension of work interference with personal life (WIPL, Table) the scores of IT and ITES working professionals ranged between 13 and 49. The mean of the score was found to be 30.68 and the standard deviation was 6.63. 50% of the professionals had score below 31 and 50% of the professionals scored above 31. The Quartile deviations show that 25% of the professionals scored below the score of 27 and 25% scored between the score of 34 and 49. The value of the skewness ( $Sk = -.04$ ) was found to be insignificant at .01 level and the scores were normally distributed. The kurtosis ( $Ku = .05$ ) was found to be insignificant at .01 level.

IT and ITES working professionals scored between 8 and 28 on the dimension of personal life interference with work (PLIW). The mean of the group was 21.57 and the standard deviation was 3.84. 25% of the group scored below the score of 19. 50% scored below the score of 22. Next 25% scored below the score of 24 and the remaining 25% of the group scored higher than 24. The value of skewness ( $S_k = -.12$ ) was found to be within limits at .01 level and the distribution of scores was normal. The value of kurtosis ( $K_u = -.43$ ) was found to be insignificant at .01 level.

**1.1 Descriptive statistics for work life balance and its dimensions**

Statistics	Work life balance and its dimensions			
	WIPL	PLIW	WPLE	WLB Total
	(N=616)	(N=616)	(N=616)	(N=616)
Mean	30.68	21.57	18.51	70.77
Median	31	22	18	70
Std. Deviation	6.63	3.84	4.61	11.01
Skewness	-0.04	-0.12	-0.2	0.3
Std. Error of Skewness	0.14	0.14	0.14	0.14
Kurtosis	0.05	-0.43	-0.15	-0.24
Std. Error of Kurtosis	0.28	0.28	0.28	0.28
Minimum	13	8	4	48
Maximum	49	28	28	105
Percentiles				
25	27	19	16	62.25
50	31	22	18	70
75	34	24	22	79

$S_k$  Significant at 0.01 levels

$K_u$  Significant at 0.01 levels

The scores of IT and ITES working professionals ranged between 4 and 28 on the dimension of work/personal life enhancement (WPLE). The mean score was 18.51 and the standard deviation was 4.61. 50% of the IT and ITES professionals scored below the score of 18 and likewise, 50% of the professionals scored above the score of 18.25% of the group scored below the score of 16 and 25% of the group scored higher than the score of 22. The distribution was found to be normal as skewness ( $S_k = -.20$ ) was found to be insignificant at .01 level. The kurtosis ( $K_u = -.15$ ) was also found to be insignificant at .01 level.

As the scale of work life balance consisted of 15 items, with a seven point rating scale (1 to 7), the overall work life balance scores could range between 15-105. However, the scores of IT and ITES professionals on overall work life balance (WLB Total) ranged between 48 and 105. The average was found to be 70.77 and median was found to be 70. The standard deviation of the distribution was 11.01. 50% of the IT and ITES working professionals scored below the score of

the 70 on work life balance and the remaining 50% scored above the score of 70 on work life balance. 25% of the group scored below 62.25, and 25% of the IT and ITES working professionals scored above the score of 79. The results indicate that the mean work life balance of the professionals was above average. Further, the distribution of scores on overall work life balance was found to be normal as skewness ( $S_k = .30$ ) was insignificant at .01 level. The kurtosis ( $K_u = -.24$ ) was also found to be insignificant at .01 level.

### 6.2 Individual related variables:

It is evident from Table 1.2 that scores on emotional intelligence (EI) ranged between 91 and 171. The mean for emotional intelligence scores was found to be 131.57 and the median was found to be 132. The distribution of scores on emotional intelligence was found to be normal as skewness ( $Sk=.21$ , Table 1) was found to be insignificant at .01 level of significance. The kurtosis ( $Ku=.52$ ) was also found to be within limits at .01 level of significance.

#### 1.2 Descriptive statistics for individual related variables

Statistics	Individual related variables	
	Emotional Intelligence	Work Centrality
	(N=616)	(N=616)
Mean	131.57	37.84
Median	132	38
Std. Deviation	13.43	7.15
Skewness	0.21	-0.02
Std. Error of Skewness	0.14	0.14
Kurtosis	0.52	0.21
Std. Error of Kurtosis	0.28	0.28
Minimum	91	16
Maximum	171	59

Likewise, for the individual variable, work centrality (WCEN), the skewness ( $Sk= -.02$ ) was found to be insignificant. Thus, the distribution of scores on work centrality was found to be normal. The peakedness of scores ( $Ku= .21$ ) was found to be within the limits at .01 level of significance.

Hence in Hypothesis **H<sub>01</sub>** there is a significant relationship between the individual related variables and work life balance

## 7. EMOTIONAL INTELLIGENCE AND WORK LIFE BALANCE

The correlation between emotional intelligence and work life balance and its dimensions; and differences among IT and ITES working professionals at varied levels of emotional intelligence on work life balance and its dimensions are discussed below

### 7.1 Correlations between emotional intelligence and work life balance and its dimensions

Table shows the correlations between emotional intelligence and work life balance and its dimensions. Emotional intelligence of IT and ITES working professionals was found to be significantly positively correlated with personal life interference with work (PLIW;  $r=.28$ ), work/personal life enhancement (WPLE;  $r=.26$ ) and with overall work life balance (WLB Total;  $r=.25$ ) at .01 level of significance. The results imply that higher the emotional intelligence, lesser is the personal life interference with work; higher is the work/personal life enhancement; and higher is the overall work life balance and vice versa.

#### 1.3 Correlations between emotional intelligence and work life balance and its dimensions

Work Life Balance	Correlation with EI (616)
WIPL	0.08
PLIW	0.28 (**)
WPLE	0.26 (**)
WLB Total	0.25 (**)

Significant at the 0.05 level

\*\* Significant at the 0.01 level. Higher score means lesser interference.

The IT and ITES working professionals with high level of emotional intelligence, i.e., the professionals who are focused, consistent, able to manage conflicts and stay composed and who do not mix emotions with issues at hands, can concentrate on tasks inspite of disturbances and can perform multitask and are self-motivated for work, tend to show less interference of personal life with work and vice versa.

Again, IT and ITES working professionals with high level of emotional intelligence tend to have high work/personal life enhancement and they derive energy from work for personal life and energy from personal life for work. On the other hand, IT and ITES working professionals with low emotional intelligence tend to have low levels of work/personal life enhancement.

The IT and ITES working professionals with high levels of emotional intelligence also tend to show high levels of overall work life balance and vice versa. Professionals with high emotional intelligence are able to minimize interference of personal life with work and enhance work and personal life by deriving energy from each other and hence tend to have high work life balance.

Findings of earlier studies by Carmeli (2003) and Sjöberg (2008) lend support to the findings of the present study. Carmeli (2003) found that senior managers who have high emotional intelligence may better and more carefully handle work family conflict than those who have low emotional intelligence. Sjöberg (2008) found emotional intelligence to be significantly negatively correlated with work interference in family and family interference in work, thus indicating emotional intelligence to be positively associated with better balance of life and work.

Hence, Hypothesis **H<sub>02</sub>** that “there will be significant correlation between the emotional intelligence and work life balance (including its dimensions) of working professionals in IT and

ITES industry” is accepted for the dimensions of personal life interference with work, work/personal life enhancement and for overall work life balance. However, it is rejected for the dimension of work interference with personal life.

**7.2 Work life balance of IT and ITES working professionals at varied levels of emotional intelligence**

From Table 5.4, it is evident that F-values were found to be significant for personal life interference with work (PLIW; F=5.89) and work/personal life enhancement (WPLE; F=8.88) and for overall work life balance (WLB Total; F=3.56). The results thus showed that there were significant differences among IT and ITES working professionals with low, average and high emotional intelligence on the two dimensions of work life balance namely PLIW and WPLE and on WLB Total.

**Table 1.3**  
**Work life balance of IT and ITES working professionals at varied level of emotional intelligence**

Work Life Balance	Sources of Variance	Sum of Squares	df	Mean Square	F
<b>WIPL</b>	Between Groups	90.26	4	45.13	1.03
	Within Groups	13397.8	610	43.93	
	Total	13488.1	614		
<b>PLIW</b>	Between Groups	168.42	4	84.21	5.89(**)
	Within Groups	4359.15	610	14.29	
	Total	4527.57	614		
<b>WPLE</b>	Between Groups	358.37	4	179.18	8.88(**)
	Within Groups	6154.6	610	20.18	
	Total	6512.97	614		
<b>WLB Total</b>	Between Groups	848.87	4	424.44	3.56(*)
	Within Groups	36372.3	610	119.25	
	Total	37221.2	614		

df 2, 305 F significant at .05 \* .01 \*\*  
3.03 4.68

t-ratios were calculated to find out the significance of differences between means and results are given in Table

**1.4 Significance of differences among mean scores on work life balance of IT and ITES working professionals at varied levels of emotional intelligence**

Work Life Balance	EI	N	Mean	Std. Deviation	Group differences	t-ratio
<b>WIPL</b>	Low	166	31.28	5.18	Low-average	Not Applicable
	Average	264	30.08	6.61	Low-high	Not Applicable
	High	186	31.01	7.99	Average-high	Not Applicable
	Total	616	30.69	6.63		
<b>PLIW</b>	Low	166	20.54	3.42	Low-average	2.41(*)
	Average	264	21.74	3.88	Low-high	3.43(**)
	High	186	22.47	4.01	Average-high	1.32
	Total	616	21.57	3.84		
<b>WPLE</b>	Low	166	16.96	3.58	Low-average	3.30(**)
	Average	264	18.86	4.68	Low-high	4.18(**)
	High	186	19.72	5.08	Average-high	1.26
	Total	616	18.51	4.61		
<b>WLB</b>	Low	166	68.77	8.14	Low-average	1.41
	Average	264	70.68	11.08	Low-high	2.70(**)
	High	186	73.2	13.21	Average-high	1.5
	Total	616	70.77	11.01		

Significant differences were observed between IT and ITES working professionals with low and high EI on the dimensions of PLIW (ML=20.54, MH=22.47,  $t=3.43$ ,  $p=.01$ ), WPLE (ML=16.96, MH=19.72,  $t=4.18$ ,  $p=.01$ ) and on WLB Total (ML=68.77, MH=73.20,  $t=2.70$ ,  $p=.01$ ). The mean scores of IT and ITES working professionals with high emotional intelligence were found to be significantly higher than the mean scores of IT and ITES working professionals with low emotional intelligence on the dimensions of PLIW, WPLE and on WLB Total. The results showed that IT and ITES working professionals with high emotional intelligence had lesser interference of personal life with work, higher work/personal life enhancement and higher overall work life balance than the IT and ITES working professionals with low emotional intelligence. This means, in case of professionals with high emotional intelligence, personal life does not drain out energy for work, their work does not suffer on account of personal life and personal life provides the required energy for work.

No significant differences were observed between IT and ITES working professionals with average and high emotional intelligence either on any of the dimensions of work life balance or on overall work life balance. Both these groups exhibited a similar level of work life balance. However, the professionals with high EI showed higher mean scores on PLIW (MH =22.47, MA=21.74) and WPLE (MH=19.72, MA=18.86) as well as on WLB Total (MH=73.20, MA=70.68) as compared to the professionals with average EI. (  $p=.01$ ). IT and ITES professionals with average EI were found to have significantly higher mean scores on the dimension of PLIW and WPLE than the professionals with low EI, meaning that professionals with average emotional intelligence had lesser interference of personal life with work and higher work/personal life enhancement than the professionals with low emotional intelligence. However, no significant differences were found between these professionals on overall work life balance.

Professionals with high emotional intelligence exhibiting less interference of personal life with work and high work/personal life enhancement can be attributed to the fact that highly emotionally intelligent persons are able to stay focused on tasks, pursue goals consistently, maintain their cool and are organized, whereas persons with low levels of emotional intelligence are not able to stay focused, cannot work under pressure, are not well organized, cannot stay calm under pressure and thus are unable to maintain the balance between work and personal life. Hence, Hypothesis **H<sub>02</sub>** that “there will be significant differences among the mean scores of IT and ITES working professionals at varied levels of emotional intelligence on work life balance and its dimensions” is accepted for the dimensions of personal life interference with work, work/personal life enhancement and for overall work life balance. However, it is rejected for the dimension of work interference with personal life.

Further, significant differences were observed between IT and ITES working professionals with low and average EI with respect to the dimensions of PLIW (ML=20.54, MA=21.74,  $t=2.41$ ,  $p=.05$ ) and WPLE (ML=16.96, MA=18.86,  $t=3.30$ ,

## 8. WORK CENTRALITY AND WORK LIFE BALANCE

The correlations between work centrality and work life balance and its dimensions; and differences among IT and ITES working professionals at varied levels of work centrality on work life balance and its dimensions are discussed below.

### (a) Correlations between work centrality and work life balance and its dimensions

The variable of work centrality was found to be significantly positively correlated with WIPL ( $r=.11$ , Table 4.6) at .05 level and WPLE ( $r=.26$ ) and WLB Total ( $r=.20$ ) at .01 level of significance.



**Table 1.5****Correlations between work centrality and work life balance and its dimensions**

<b>Work Life Balance</b>	<b>Correlation with WCEN (616)</b>
WIPL <sup>1</sup>	0.11(*)
PLIW <sup>1</sup>	0.06
WPLE	0.26 (**)
WLB Total	0.20 (**)

The results imply that higher the importance attached to work by an individual, lower is the interference of work with personal life, higher is the work/personal life enhancement and higher is the overall work life balance and vice versa. IT and ITES working professionals who have high work centrality, i.e., who give high priority to their work in life, keep their work above other pursuits, derive satisfaction in life from work and have personal life goals work oriented, tend to show less interference of work with personal life, are able to derive energy from work for personal life and exhibit high level of work life balance and vice versa.

The results are supported by findings of Hyman et al. (2003) who reported that organizational pressures combined with lack of work centrality result in work intruding into non work area of employees' lives. Luchetta (1995) also noted that the individuals who are deeply involved in a role may have more resources at their disposal to cope with the stressors in that role. Thompson and Bunderson (2001) suggested that less conflict is experienced when one is engaged in time demanding activities that have significant meaning for the individual. Baggar et al. (2008) argued that individual may invest more resources on an identity that is salient to them. As a result, the stressors in a salient domain may be less threatening to one's mental health.

Hence, Hypothesis **H<sub>03</sub>** that "there will be significant correlation between the work centrality and work life balance (including its dimensions) of working professionals in IT and ITES industry" is accepted for the dimensions of work interference with personal life, work/personal life enhancement and for overall work life balance. However, it is rejected for the dimension of personal life interference with work.

**(b) Work life balance of IT and ITES working professionals at varied levels of work centrality**

Table shows that F-values were found to be highly significant for the dimension of work/personal life enhancement (WPLE; F=11.40) and for overall work life balance (WLB Total; F=8.33). The results thus showed that there were significant differences among IT and ITES working professional with low, average and high work centrality on the dimension of WPLE and on WLB Total.

**Table 1.6**  
**Work life balance of IT and ITES working professionals at varied levels of work centrality**

Work Life Balance	Sources of Variance	Sum of Squares	df	Mean square	F
WIPL	Between Groups	236.83	4	118.42	2.73
	Within Groups	13251.3	610	43.45	
	Total	13488.1	614		
PLIW	Between Groups	85.58	4	42.79	2.94
	Within Groups	4441.99	610		
	Total	4527.57	614		
WPLE	Between Groups	452.83	4	226.42	11.40(**)
	Within Groups	6060.14	610		
	Total	6512.97	614		
WLB Total	Between Groups	1928.49	4	964.25	8.33(**)
	Within Groups		610	115.71	
	Total		614		

Further t-ratios were calculated to find out significance of differences between means and the results are given in Table 5.16. Significant differences were found between IT and ITES working professionals with low and high work centrality on the dimension of WPLE (ML=17.27, MH=20.29,  $t=4.65$ ,  $p=.01$ ) and WLB Total (ML=69.04, MH=74.57,  $t=3.15$ ,  $p=.01$ ). Again significant differences were observed between IT and ITES working professionals with average and high work centrality on dimension of WPLE (MA=18.04, MH=20.29,  $t=3.59$ ,  $p=.01$ ) and on WLB Total (MA=69.17, MH=74.57,  $t=3.85$ ,  $p=.01$ ). However, no significant differences were observed between IT and ITES working professionals with low and average work centrality.

Table 1.7

**Significance of Differences among Mean Scores on Work Life Balance of IT and ITES Working Professionals at Varied Levels of Work Centrality**

<b>Work Life Balance</b>	<b>WCEN</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Group differences</b>	<b>t-ratio</b>
<b>WIPL</b>	Low	166	30.1	7.89	Low-average	Not Applicable
	Average	264	30.12	5.68	Low-high	Not Applicable
	High	186	32.02	6.53	Average-high	Not Applicable
	Total	616	30.69	6.63		
<b>PLIW</b>	Low	166	21.67	3.83	Low-average	Not Applicable
	Average	264	21.02	3.82	Low-high	Not Applicable
	High	186	22.26	3.8	Average-high	Not Applicable
	Total	616	21.57	3.84		
<b>WPLE</b>	Low	166	17.27	3.94	Low-average	1.26
	Average	264	18.04	4.64	Low-high	4.65(**)
	High	186	20.29	4.62	Average-high	3.59(**)
	Total	616	18.51	4.61		
<b>WLB Total</b>	Low	166	69.04	11.77	Low-average	0.1
	Average	264	69.17	9.46	Low-high	3.15(**)
	High	186	74.57	11.52	Average-high	3.85(**)
	Total	616	70.77	11.01		

The results imply that IT and ITES working professionals who accord primary importance to work in their lives and derive satisfaction from work show significantly higher work/personal life enhancement and higher work life balance than the IT and ITES professionals with average and low levels of work centrality. Hence, Hypothesis **H<sub>03</sub>** that “there will be significant differences among the mean scores of IT and ITES working professionals at varied levels of work centrality on work life balance and its dimensions” is accepted for the dimensions of work/personal life enhancement and for overall work life balance. However, it is rejected for the dimension of work interference with personal life and personal life interference with work.

## 9. SUMMARY AND CONCLUSION

The dimensions of personal life interference with work, work/personal life enhancement and for overall work life balance. However, it is rejected for the dimension of work interference with personal life. There is a interference of individual related variables with work life balance. There is significant relationship between the work life balance and emotional intelligence. There is a significant relationship is there between work centricity and work life balance.

### 9.1 Conclusion

It is important for the individual employee to maintain balance between the individual related variables like emotional intelligence and work centricity, age, gender, marital status. As this will influence the employee at work place leads to low performance and efficiency, care has to be taken for the avoidance of interference at work environment.

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