

IMPACT OF WORK RELATED VARIABLES ON WORK LIFE BALANCE OF IT AND ITES EMPLOYEES- A STUDY

BALAJI VIDADALA

Research Scholar

Gitam Hyderabad Business School

GITAM (Deemed to be University

Hyderabad

Dr. RAAVI RADHIKA

Associate Professor

Faculty of Management

Gitam Hyderabad Business School

GITAM (Deemed to be University

Hyderabad

ABSTRACT

Work life balance is one of the important factors for the employees to achieve success. Organisations have devised various plans, policies, programs to help their employees to achieve the balance between their work and family. Certain policies are statutory while others are voluntarily implemented. The effectiveness of them depends on the extent of usage to the employees to achieve work life balance. Work life balance is the interaction between the work and the other activities that includes family, community, leisure and personal development. It is about the right or the balanced combination of the individual's participation in the work and other aspects of their life and this combination doesn't remain the same it can be changed over the timework life balance is where the tensions between the work life and personal life is minimised by having a proper policies, systems, supportive management and provisions at work place and a good relations in personal life. Performance and the job satisfaction of the employees are said to be affected by the work life balance. Work life balance of the employees helps in reducing the stress level at work and increases the job satisfaction. The present paper intended to study the impact of work related variables like task variety, task autonomy, task complexity, role conflict, work schedule flexibility, number of hours worked etc., on work life balance is studied.

Key Words: *work Life Balance, task variety, role conflict, schedule flexibility*

INTRODUCTION

Work-life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much 'in process. Competing and multi-faced demands between work and home responsibilities have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes, such as: a greater numbers of

women in the workforce (dual-career couples), transformation in family structures (a rise in the number of single parents), a growing reluctance to accept the longer hours culture, the rise of the 24 per 7 society, and technological advancements. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to design various kinds of practices, intended to facilitate employees' efforts to fulfil both their employment-related and their personal commitments. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. (McPherson and Reed 2007, 13).

Review of Literature

Schieman and Glavin (2008) examined the effects of schedule control and job autonomy on two forms of work home role blurring: receiving work related contact outside of normal work hours and bringing work home. It was found that schedule control and job autonomy were associated more positively with work home role blurring in the form receiving work related contact, and these patterns were much stronger for men. Schedule control was associated positively with bringing work home among men only, whereas job autonomy was associated positively with bringing work home, similarly for men and women. It was also found that schedule control and job autonomy are negatively associated with work to home conflict. However, the negative effects of schedule control and job autonomy were slightly correlated by their positive associations with work home role blurring. In analysis of interaction effects, it was observed that positive association between receiving work related contact and work to home conflict was positive and significant among workers who had lower levels of job autonomy. Further, bringing work home was associated positively with work to home conflict among individuals who reported more schedule control.

Mayo et al. (2008) focused on the effects of three forms of managerial work demands – time spent at work, travel and number of subordinates, on the involvement of both partners in household labour activities. They also tested the interactive effects of two organizational practices, time flexibility and task autonomy, with three forms of managerial workloads, to predict the division of household labour between spouses. It was found that as time demands increased, managers with low time flexibility contributed less than their spouses in household work than managers with high time flexibility. Further it was also found that as travel demands increased, managers with low task autonomy were less engaged than their spouses in household work than managers with high task autonomy. Thus, it appeared that high control over time and tasks can help achieve a good work family balance among managers.

In recent years, the term “work-life balance” has replaced what used to be known as “work-family balance” (Hudson Resourcing, 2005). This semantic shift arises from a recognition that childcare is by no means the only important non-work responsibility and the issue can be applies to any non-paid activities or commitments and to a diverse range of employees such women, man, parents and non-parents, singles and couples. Other life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare.

Alam et al. (2009) explored the correlation between working hours and work family imbalance, for three focused groups, namely, teaching professionals and two groups from corporate houses. It was found that respondents working for 5-7 hours a day did not consider working hours as a factor to affect work and family balance. On the other hand, women managers in corporate sector, having long working hours (9-10 hours a day) agreed that time was a crucial factor for work family imbalance. The study approved the association between working hour and work family conflict. 99 per cent of women managers reported to have work family conflict because of 9 -10 hours work every day while only 20 per cent involved in teaching reported so.

Scope of the Study

The study is confined on impact of work related variables on employees of IT and ITES employees of Hyderabad region.

Objectives

1. To study the work related variables which effect on the work life balance
2. To Analyze the relationship between work related variables (task variety, task autonomy and work schedule flexibility) and work life balance (including its dimensions) of working professionals in IT and ITES industry

Research Methodology

Data is collected through structure questionnaire. Data analyzed with Mean, Median, Standard Deviation, Anova

Results and Analysis

It describes the relationship between work related variables and work life balance, and the differences in work life balance of working professionals at varied levels of work related variables. Descriptive statistics - mean, median, standard deviation, skewness and kurtosis were calculated to study the nature of distribution of scores for work related variables (task variety, task autonomy and work schedule flexibility). Pearson product moment correlations were computed to study the correlations between work related variables (task variety, task autonomy and work schedule flexibility) and work life balance and its dimensions. 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 work related variables 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.

TASK VARIETY AND WORK LIFE BALANCE

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

(a) Correlations between task variety and work life balance and its dimensions

Task Variety (TV) was found to be significantly positively correlated with WIPL (r=.17, Table 6.2), PLIW (r=.13), WPLE (r=.16) and WLB Total (r=.21). All correlations were found to be significant at .01 level except for Task Variety and PLIW, which was significant at .05 level. The results imply that higher the task variety, lesser is the interference of work with personal life and personal life with work, higher is the work/personal life enhancement and higher is the overall work life balance and vice versa.

Correlations between task variety and work life balance and its dimensions

Work Life Balance	Correlation with TV
WIPL ¹	0.17(**)
PLIW ¹	0.13(*)
WPLE	0.16(**)
WLB Total	0.21(**)

There will be significant correlation between the task variety and work life balance (including its dimensions) of working professionals in IT and ITES industry”.

Work life balance of IT and ITES working professionals at varied levels of task variety

Work Life Balance	Sources of Variance	Sum of Squares	df	Mean Square	F
WIPL	Between Groups	603.87	4	301.93	7.15(**)
	Within Groups	12884.2	610	42.24	
	Total	13488.1	614		
PLIW	Between Groups	107.77	4	53.89	3.72(*)
	Within Groups	4419.79	610	14.49	
	Total	4527.57	614		
WPLE	Between Groups	216.44	4	108.22	5.24(**)
	Within Groups	6296.54	610	20.64	
	Total	6512.97	614		
WLB Total	Between Groups	2436.42	4	1218.21	10.68(**)
	Within Groups	34784.8	610	114.05	
	Total	37221.2	614		

it is evident that F-values were found to be significant for all the three dimensions of work life balance, namely, WIPL (F=7.15), PLIW (F=3.72), PLE (F=5.24) and for WLB Total (F=10.68).

TASK AUTONOMY AND WORK LIFE BALANCE

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

Correlations between task autonomy and work life balance and its dimensions

As is evident from Table 6.5, Task Autonomy (TA) was found to be significantly positively correlated with WIPL ($r=.26$), PLIW ($r=.32$), WPLE ($r=.27$) and with WLB Total ($r=.38$). All correlations were found to be significant at .01 level. The results imply that higher the task autonomy, lesser is the interference of work with personal life and personal life with work, higher is the work/personal life enhancement and higher is the overall work life balance and vice versa. IT and ITES working professionals who enjoy freedom to plan and execute their work and resolve problems on their own, tend to show less work interference with personal life, less personal life interference with work, high work/personal life enhancement and high overall work life balance and vice versa.

Correlations between task autonomy and work life balance and its dimensions

Work Life Balance	Correlation with TA
WIPL ¹	0.26(**)
PLIW ¹	0.32(**)
WPLE	0.27(**)
WLB Total	0.38(**)

There will be significant correlation between the task autonomy and work life balance (including its dimensions) of working professionals in IT and ITES industry” is accepted.

Work life balance of IT and ITES working professionals at varied level of task autonomy

The Table shows that the F-values were found to be significant on all the dimensions of work life balance, namely WIPL ($F=9.57$), PLIW ($F=19.94$), WPLE ($F=22.38$) and on WLB Total ($F=29.11$). All the values were significant at .01 level. The results showed that there were significant differences among the IT and ITES working professionals with low, average and high task autonomy on overall work life balance and its three dimensions.

Work life balance of IT and ITES working professionals at varied levels of task autonomy

Work Life Balance	Sources of Variance	Sum of Squares	df	Mean Square	F
WIPL	Between Groups	796.03	4	398.02	9.57(**)
	Within Groups	12692	610	41.61	
	Total	13488.1	614		
PLIW	Between Groups	523.56	4	261.78	19.94(**)
	Within Groups	4004.01	610	13.13	
	Total	4527.57	614		
WPLE	Between Groups	833.46	4	416.73	22.38(**)
	Within Groups	5679.51	610	18.62	

	Total	6512.97	614		
WLB Total	Between Groups	5965.74	4	2982.87	29.11(**)
	Within Groups	31255.4	610	102.48	
	Total	37221.2	614		

WORK SCHEDULE FLEXIBILITY AND WORKLIFE BALANCE

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

a) Correlations between work schedule flexibility and work life balance and its dimensions

As is evident from Table 6.8, work schedule flexibility was significantly positively related with the dimensions of work interference with personal life (WIPL, $r=.15$), work/personal life enhancement (WPLE, $r=.17$) and overall work life balance (WLB Total, $r=.17$) meaning thereby, higher the work schedule flexibility, lesser is the work interference with personal life, higher is the work/personal life enhancement and higher is the overall work life balance.

Correlations between work schedule flexibility and work life balance and its dimensions

Work Life Balance	Correlation with WFLEX (N=616)
WIPL¹	0.15(**)
PLIW¹	0.04
WPLE	0.17(**)
WLB Total	0.17(**)

“There will be significant correlation between the work schedule flexibility 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 in work.

Work life balance of IT and ITES working professionals at varied levels of work schedule flexibility

Significant differences were found among IT and ITES working professionals with low, average and high work schedule flexibility on the dimensions of WIPL ($F=3.37$), WPLE ($F=4.40$) and WLB Total ($F=4.03$), indicating that professionals with varied level of work schedule flexibility exhibit varied levels of work life balance. However, no significant differences were found on the dimension of personal life interference with work (PLIW).

Work life balance of IT and ITES working professionals at varied level of work schedule flexibility

Work Life Balance	Sources of Variance	Sum of Squares	df	Mean Square	F
WIPL	Between Groups	291.41	2	145.7	3.37(*)
	Within Groups	13196.7	305	43.27	
	Total	13488.1	307		

PLIW	Between Groups	1.87	2	0.94	0.06
	Within Groups	4525.7	305	14.84	
	Total	4527.57	307		
WPLE	Between Groups	182.52	2	91.26	4.40(*)
	Within Groups	6330.45	305	20.76	
	Total	6512.97	307		
WLB Total	Between Groups	957.81	2	478.9	4.03(*)
	Within Groups	36263.4	305	118.9	
	Total	37221.2	307		

Further, the t-ratios showed that there were significant differences between IT and ITES working professionals with low and high work schedule flexibility on the dimensions of WIPL (t=2.62, p=.01), WPLE (t=2.84, p=.01) and on WLB Total (t=2.84, p=.01). The results showed that professionals with high work schedule flexibility had lesser work interference with personal life (MH=31.86, ML=29.32), higher work/personal life enhancement (MH=19.56, ML=17.75) and higher overall work life balance (MH=73.01, ML=68.50) than the professionals with low work schedule flexibility.

Significance of differences among mean scores on work life balance of IT and ITES working professionals at varied levels of work schedule flexibility

Work Life Balance	WFLEX	N	Mean	Std. Deviation	Group differences	t-ratios
WIPL	Low	76	29.32	7.22	Low-average	1.21
	Average	126	30.53	6.76	Low-high	2.62(**)
	High	106	31.86	5.83	Average-high	1.59
	Total	308	30.69	6.63		
PLIW	Low	76	21.43	3.79	Low-average	Not Applicable
	Average	126	21.63	3.85	Low-high	Not Applicable
	High	106	21.59	3.9	Average-high	Not Applicable
	Total	308	21.57	3.84		
WPLE	Low	76	17.75	3.72	Low-average	0.51
	Average	126	18.09	4.99	Low-high	2.84(**)
	High	106	19.56	4.56	Average-high	2.33(*)
	Total	308	18.51	4.61		
WLB Total	Low	76	68.5	10.8	Low-average	1.08

	Average	126	70.25	11.36	Low-high	2.84(**)
	High	106	73.01	10.41	Average-high	1.92
	Total	308	70.77	11.01		

Significant differences were also observed between IT and ITES working professionals with average and high work schedule flexibility on the dimension of WPLE ($t=2.33$, $p=.05$), indicating that professionals with high work schedule flexibility had higher work/personal life enhancement (MH=19.56, MA=18.09) than professionals with average work schedule flexibility

FINDINGS

1. The dimensions of work life balance, i.e., work interference with personal life, personal life interference with work, work/personal life enhancement and also for overall work life balance.
2. There will be significant correlation between the task variety and work life balance (including its dimensions) of working professionals in IT and ITES industry
3. There will be significant correlation between the task autonomy and work life balance (including its dimensions) of working professionals in IT and ITES industry” is accepted.
4. “There will be significant correlation between the work schedule flexibility and work life balance (including its dimensions) of working professionals in IT and ITES industry” 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 in work.
5. the t-ratios showed that there were significant differences between IT and ITES working professionals with low and high work schedule flexibility on the dimensions of WIPL ($t=2.62$, $p=.01$), WPLE ($t=2.84$, $p=.01$) and on WLB Total ($t=2.84$, $p=.01$). The results showed that professionals with high work schedule flexibility had lesser work interference with personal life (MH=31.86, ML=29.32), higher work/personal life enhancement (MH=19.56, ML=17.75) and higher overall work life balance (MH=73.01, ML=68.50) than the professionals with low work schedule flexibility.
6. Significant differences were also observed between IT and ITES working professionals with average and high work schedule flexibility on the dimension of WPLE ($t=2.33$, $p=.05$), indicating that professionals with high work schedule flexibility had higher work/personal life enhancement (MH=19.56, MA=18.09) than professionals with average work schedule flexibility
7. Significant differences were found among IT and ITES working professionals with low, average and high work schedule flexibility on the dimensions of WIPL ($F=3.37$), WPLE ($F=4.40$) and WLB Total ($F=4.03$), indicating that professionals with varied level of work schedule flexibility exhibit varied levels of work life balance. However, no significant differences were found on the dimension of personal life interference with work (PLIW).

CONCLUSION

There is relationship between the work related variables like task variety, schedule flexibility, work interference with personal life in work life balance.

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