



# WOMEN EMPLOYEES WORK LIFE BALANCE IN NEW NORMAL- A STUDY ON SELECT IT COMPANIES IN BANGALORE

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## ABSTRACT

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*During the covid-19 many employees work life balance disturbed, particularly for the woman employees. When all the family members staying at home throughout the day full filling their needs required additional time and energy. At the same time special attention should be given to immunity boosting of children and elderly in the family; all these factors along with the self- safety had impact on their job performance. After the covid also many of the IT professional continued working from home and moonlighting has a huge impact on many IT companies' performance in this context there is a need to study the work life balance of the women employees working in the select IT companies.*

**KEYWORDS:** *Work Life Balance, Women Employees, Stress, Pandemic, Personal Life, Professional Life.*

## INTRODUCTION

In today's world, work-life balance is extremely important to employees. Working employees were having a hard time balancing their work and personal lives. In today's fast paced society, everyone has their own unique work and family time, but they are unable to find equal or balanced time for both. Maintaining work-life balance helps employees maintain a healthy balance between their work roles, personal responsibilities, and family life, reducing conflict between work and private responsibilities, regulating operating hours to meet personal commitments, and providing stress reduction and time management.

## ROLE OF WORK LIFE BALANCE

Employees in the Information Technology division confront discriminatory constraints and are unable to progress beyond a particular level of order because they fail to seek out valid benefits, investment opportunities, pay scales, and so on. The factors such

as Workplace Support, Self-management, Personal Life Satisfaction, Work-life Balance, Organizational Commitment, and Workload influence the work-life balance of IT and manufacturing employees (**Preethi, M. and Christi Anandan, C.R, 2022**). Work-life balance has become a subject of concern because of the contemporary technological, demographic, market, and organizational changes associated with it (**Abhishek Sharma, 2022**). Work life balance concept is very much related to the employees who are husband and wife and working in any organization. Work and life are two different aspects in the life of any individual and a conflict has been observed in previous studies to make balance between these two aspects (**Kaushal Kishore Shukla and Wasif Ali, 2021**). Married women are working to become economically independent, to help her husband, to meeting their everyday expenses, to be role model for their children, to pay for the emergencies or contingencies, when the partner is suddenly not able to work and earn livelihood etc.

But these women face various problems in balancing their personal life and work life due to multiple roles (Serin Sajan et. al, 2021). Hence software companies are implementing work life balance practices such as flexi work schedules, compressed work week, work from home, self-directed teams etc to comfort the employee on job and ensure good employee performance leading to good organizational performance (Bindurani Rohidas, 2022). Flexibility practices provide solutions for a wide range of needs in the ICT industry. While in the beginning of the rise of labour flexibility in the Romanian ICT sector, a unilateral adaptation of it advantaged mostly the employers, lately certain flexibility practices are benefiting employees too (Birtalan Agota-Aliz, 2021). Increased employment, longer working hours due to inadequate family income, target driven work culture are some of the hurdles for a good work life balance in IT sector organisations (Vijay Raja, Soundarapandian, 2022).

### RESEARCH GAP

When people face challenges like pandemic their perception towards the life changes, in the similar manner women employee priorities also changed. Their role in the family also changed due to the enhanced awareness of health and safety. All these factors have huge impact on women employee work life balance, in this context there is a need to examine the work life balance priorities of the women employees.

### OBJECTIVES OF THE STUDY

- To study literature and find the suitable work life balance model for information technology sector.

- To examine the model fit of work life balance model and check various factor's role in overall work life balance among women employees in select information technology organisations in electronic city tech park, Bangalore.
- To put forth suggestions based on the findings.

### SAMPLE AND DATA COLLECTION

A quantitative approach was followed in this exploratory study. The participants selected for this study consisted women employees of select information technology organisations in electronic city tech park Bangalore. 747 questionnaires were distributed among the selected companies. Simple random technique was deployed in the sample selection. The respondents were solicited to complete the work life balance questionnaire. The resultant response rate of useable questionnaires was 85.9% (642).

### DATA ANALYSIS

#### Model fit of the Work Life Balance Model

Values of different fit indices; GFI, IFI, CFI, NFI greater than 0.9 considered as good fit and RMSEA values 0.05 or less indicates close to fit, between 0.05 to 0.08 indicates reasonable fit and values between 0.08 to 0.10 show marginal fit (Kline, 2001). Structural Equation Modelling (SEM) is conducted with all 46 variables and data shows that in select IT companies  $df= 4.064$ ,  $GFI= .905$ ,  $NFI= .913$ ,  $IFI= .913$ ,  $TLI= .909$ ,  $CFI= .907$ ,  $RMSEA= .076$  the model is improvised after allowing modification indices.

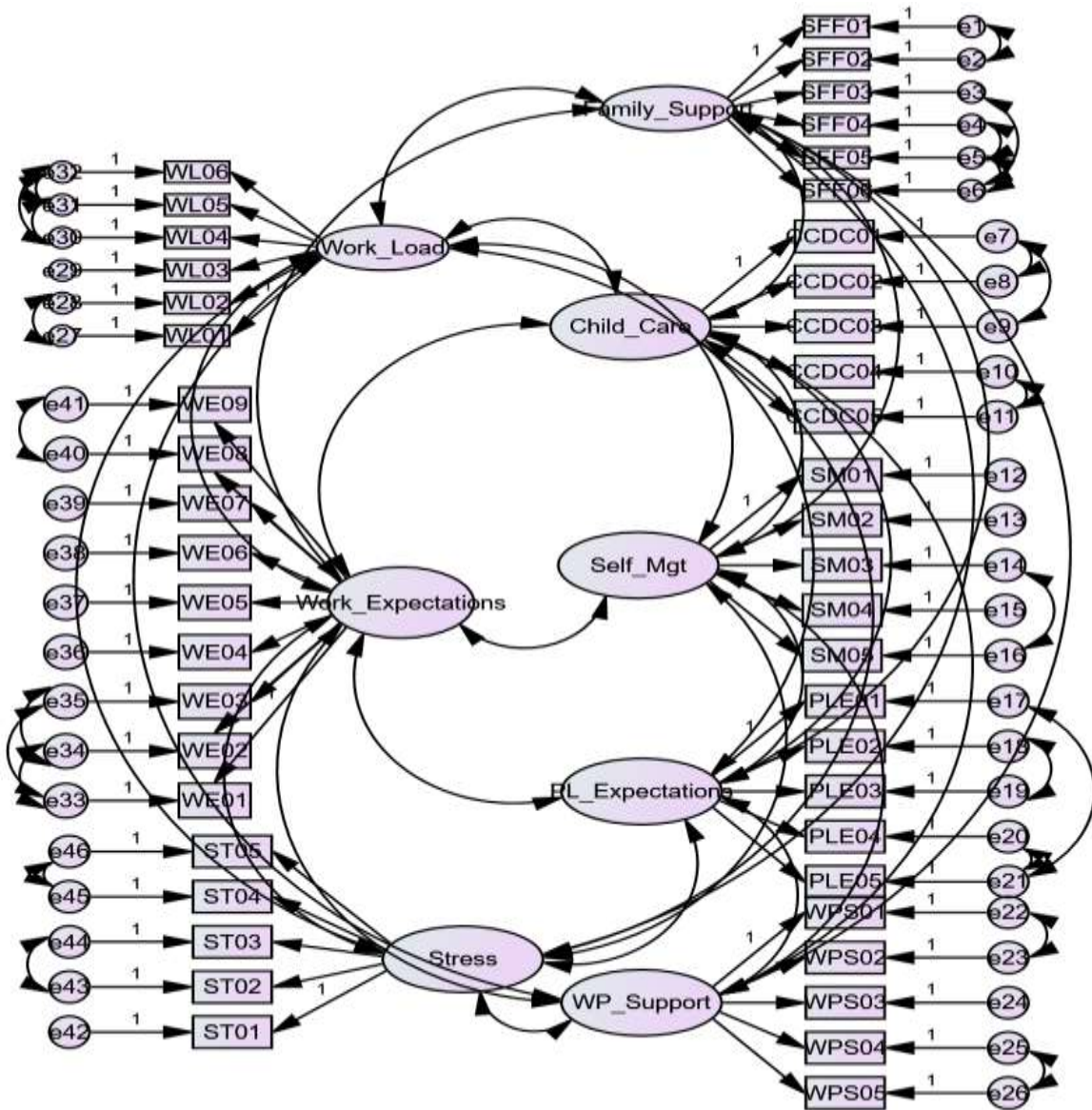


Figure- 1: Work Life Balance Model  
Divergent Validity & Convergent Validity of Work Life Balance Model

Table- 1: Divergent Validity & Convergent Validity of Work Life Balance Model in select IT Companies

	CR	AVE	Support from Family	Child Care & Dependant Care	Self-Management	Personal Life Expectations	Work Place Support	Work Load	Work Expectations	Stress
Support from Family	0.966967	0.83008	<b>0.911</b>							
Child Care & Dependant Care	0.985547	0.93169	0.909	<b>0.965</b>						
Self-Management	0.97926	0.904306	0.91	0.94	<b>0.951</b>					
Personal Life Expectations	0.988072	0.943088	0.904	0.942	0.949	<b>0.971</b>				

Work Place Support	0.981792	0.915215	0.801	0.838	0.825	0.852	<b>0.957</b>			
Work Load	0.966371	0.827918	0.79	0.788	0.789	0.811	0.902	<b>0.910</b>		
Work Expectations	0.984769	0.87837	0.756	0.796	0.784	0.807	0.825	0.783	<b>0.937</b>	
Stress	0.984161	0.92553	0.768	0.804	0.787	0.816	0.836	0.794	0.894	<b>0.962</b>

(Source: Primary Data)

Convergent validity was assessed through CR and AVE. The required levels of CR and AVE should be equal or more than 0.6 and 0.5 respectively (Hair et al., 2010). CR and AVE were also used to establish the reliability of the measurement model. CR is an alternative measure to Cronbach’s Alpha, it is recommended by Chin (1998) as an ideal measure to overcome some deficiencies in Cronbach’s alpha. The CR should be 0.60 or higher, while the minimum threshold for an AVE should be 0.5 or higher to indicate adequate reliability (Awang, 2015). The composite reliability (CR) and average variance explained (AVE) values for the final measurement model of Work Life Balance are presented in above table. From the above table it is observed that all CR values are more than 0.7 and AVE values are more

than 0.5, hence supporting their convergent validity (Hair et al., 2010).

The recommended approach for establishing divergent Validity is to compare the squared correlation between two constructs with either of their individual AVE estimates (Hair et al., 1998). The AVE estimates should be greater than the squared correlation estimate. In addition to distinctiveness of constructs, divergent Validity also means that individual measured items should represent only one latent construct. Form the above table it is observed that the AVE estimates are greater than the squared correlation estimates, hence supporting divergent validity (Hair et al., 1998).

**Table- 2: Descriptive Statistics of Employee Perception’s on Support from Family**

Descriptive Statistics			
	N	Mean	Std. Deviation
My spouse equally shares household activities and child caring responsibilities	642	3.53	1.469
I can give my attention for urgent family or personal issues immediately with the help of my family members	642	3.56	1.446
My spouse takes care of picking up and dropping the kids at the school	642	3.57	1.447
My family helps me to take care of children homework and projects	642	3.47	1.483
By the time I come home from work I am so much exhausted that I am left with no Interact with my family members energy to	642	3.54	1.489
The amount of time my job takes up makes it difficult for me to get sufficient time for myself or for my family, relatives, and friends	642	3.69	1.418
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in support from family “The amount of time my job takes up makes it difficult for me to get sufficient time for myself or for my family, relatives and friends” registered highest mean value (3.69) and lowest standard deviation (1.418). “My family helps me to

take care of children homework and projects” registered lowest mean value (3.47).

**Table- 3: Descriptive Statistics of Employee Perception’s on Child Care Dependent Care**

Descriptive Statistics			
	N	Mean	Std. Deviation
I am taking care of aged parent(s)/ in-law(s)	642	3.67	1.412
I can manage elder care issues through my social network	642	3.68	1.399
I can give my full attention towards children with the help of my family	642	3.72	1.326
I take time off leave when my child is suffering from illness	642	3.74	1.315
I take permission time off leave when I have to give attention to the dependent	642	3.73	1.442
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in child care dependent care “I take time off leave when my child is suffering from illness” registered highest

mean value (3.74) and lowest standard deviation (1.315). “I am taking care of aged parent(s)/ in-law(s)” registered lowest mean value (3.67).

**Table- 4: Descriptive Statistics of Employee Perception’s on Self- Management**

Descriptive Statistics			
	N	Mean	Std. Deviation
I can spend the time I want on my own self development.	642	3.68	1.467
I have enough time to think plan and to schedule my day-to-day activities and accidents in our organization.	642	3.71	1.442
I have sufficient time to take care of myself	642	3.65	1.462
I have time and energy to engage in any leisure activities that I want to do	642	3.72	1.438
I have sufficient time to relax myself	642	3.74	1.431
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in self-management “I have sufficient time to relax myself” registered highest mean value (3.74) and lowest

standard deviation (1.431). “I have sufficient time to take care of myself” registered lowest mean value (3.65).

**Table- 5: Descriptive Statistics of Employee Perception’s on Personal Life Expectations**

Descriptive Statistics			
	N	Mean	Std. Deviation
I need to relax for a minimum of 2hours per day	642	3.69	1.413
I want to have nice sleep of minimum 8 hours at night	642	3.74	1.408
I want to spend quality time with my partner	642	3.73	1.420
I wish to spare quality time with my children	642	3.72	1.461
I want to spend quality time for myself	642	3.68	1.448
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in personal life expectation “I want to have nice sleep of minimum 8 hours at night” registered highest mean

value (3.74) and lowest standard deviation (1.408). “I want to spend quality time for myself” registered lowest mean value (3.68).

**Table- 6: Descriptive Statistics of Employee Perception’s on Work Place Support**

Descriptive Statistics			
	N	Mean	Std. Deviation
All the employees are treated equally if they request assistance with work and family related matters	642	3.67	1.423
The company makes the employees very clear about the expectations to be fulfilled	642	3.64	1.432
My superior gives more importance towards the wellbeing of the employees	642	3.65	1.445
I can give my attention for urgent family or personal issues immediately	642	3.61	1.462
My company supports the employees in terms of combining professional life with family life.	642	3.55	1.487
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in work place support “All the employees are treated equally if they request assistance with work and family related matters” registered highest mean value (3.67)

and lowest standard deviation (1.423). “My company supports the employees in terms of combining professional life with family life” registered lowest mean value (3.55).

**Table- 7: Descriptive Statistics of Employee Perception’s on Work Load**

Descriptive Statistics			
	N	Mean	Std. Deviation
My job keeps me away from my family too much	642	3.55	1.508
I plan my work and perform orderly without any delay	642	3.60	1.475
I will always finish my work without pending	642	3.55	1.483
Generally, I prepare work schedule to fulfil both my personal and family commitment	642	3.58	1.513
Coming up with new ideas to get appreciated in the university creates work pressures	642	3.58	1.514
I get distributed when there is a delay in the completion of work	642	3.47	1.536
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in work load “I plan my work and perform orderly without any delay” registered highest mean value (3.60) and lowest standard deviation (1.475). “I get distributed

when there is a delay in the completion of work” registered lowest mean value (3.47).

**Table- 8: Descriptive Statistics of Employee Perception’s on Work Expectations**

Descriptive Statistics			
	N	Mean	Std. Deviation
I want me to get recognised when I take initiative in my job	642	3.52	1.530
I am ready to take more challenging opportunities at work	642	3.58	1.504
I expect to receive adequate training when new systems are introduced in the organisation	642	3.61	1.505
I want to get fair treatment and	642	3.68	1.460

respect among the employees of the organisation			
I should be informed about the policies and procedures of the company	642	3.69	1.421
I want to get criticism or appropriate feedback regarding my work performance from my superior	642	3.67	1.443
I want to have good relationship with others in the workplace	642	3.66	1.440
I want to have effective Work Life Balance to make me to stay healthy	642	3.65	1.425
I hope that Quality of Work increases with right Work Life Balance	642	3.65	1.423
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in work expectations “I should be informed about the policies and procedures of the company” registered highest mean value (3.69) and lowest standard deviation

(1.421). “I want me to get recognised when I take initiative in my job” registered lowest mean value (3.52).

**Table- 9: Descriptive Statistics of Employee Perception’s on Stress**

Descriptive Statistics			
	N	Mean	Std. Deviation
Due to the demands at home, I cannot give my best at work	642	3.67	1.470
At work I feel disturbed because of the thought about what is happening at home	642	3.67	1.465
I don’t find much time for my hobbies	642	3.66	1.472
My job responsibilities don't allow me to get enough sleep, exercise and healthy food	642	3.64	1.465
My work hours have affected my physical fitness	642	3.68	1.451
Valid N (listwise)	642		

(Source: Primary Data)

From the above table it is understood that in stress “My work hours have affected my physical fitness” registered highest mean value (3.68) and lowest standard deviation (1.451). “My job responsibilities don't allow me to get enough sleep, exercise and healthy food” registered lowest mean value (3.64).

**FINDINGS**

- The work life balance model adopted for the study found to be fit for the select study area.
- The model does have both convergent validity and divergent validity.
- According to employee’s perception my family helps me to take care of children homework and projects registered lowest mean value.
- From the analysis it is understood that mothers are given time off leave when children are suffering from illness.
- According to the employees the time left is only sufficient to relax but not to take care of themselves.

- Majority of the employee’s felt that they want to have eight hours nice sleep.
- From the analysis it is understood that companies are not ready to combine professional life with personal life.
- According to the employees they get disturbed when there is a delay in the completion of work.
- Many employees felt that they should be informed about the policies and procedures of the company.
- According to the employees their work hours have affected their physical fitness.

**SUGGESTIONS**

- ✓ Since majority families are nucleus families and both husband and wife has to work in the office as well as at home. They have to share the work like one partner is taking care of cooking area, one more has to take care of children etc to ensure sustainable professional life for both.

Otherwise, one person's burden increases and the effect will be there on the professional life as well.

- ✓ According to women employees the time left for them is only sufficient to get some relaxation but not taking care of themselves. One should have sufficient personal time otherwise they lose the interest towards job responsibilities and in the long run takes the turn of burnout. Therefore, organisations have to conduct workshops, seminars and encourage employees to plan a day in such a manner then can have personal time.
- ✓ Doctors says that if person have eight hours sound sleep most of the physical problems will be sorted-out by themselves. Target oriented organisational culture, family medical issues etc will not allow women to have sound sleep. To reduce the stress of the employees and to achieve the targets in time, the organisation should plan a diversified team with different age groups, religions, and genders to avoid all the employees need not to take leaves same and pace of the work impacted.
- ✓ Traditional managers believe that personal and professional life should be handled separately to ensure employee performance. But that theory is out dated now and current successful transformational leaders suggesting their successors to combing the personal and professional life will enhances the performance of the employees.
- ✓ Majority of the IT jobs are project-oriented jobs. The needs of the clients are dynamic and there will be last minute additions and deletions which may extend the time of completion of the projects, one has to consider all these as part of the job but not an extension.
- ✓ Majority of the IT sector jobs need no physical activity, they sit and work with the computers for several hours. Due to this working style employees may face ergonomic issues and put-on the weight as well. Therefore, organisations have to give due weightage to the ergonomic factors of work area.

## CONCLUSION

The current research is conducted to examine the work life balance priorities of the women employees working in the IT sector in Electronic city Tech Park, Bangalore. 46 item scale is considered for the study and found that the adopted model is fit for the study area. In the study area for support from family; The amount of time my job takes up makes it difficult for me to get sufficient time for myself or for my family, relatives and friends, for child care dependent care; I take time off leave when my child is suffering from illness, for self-management; I have sufficient time to relax

myself, for personal life expectations; I want to have nice sleep of minimum 8 hours at night, for work place support; All the employees are treated equally if they request assistance with work and family related matters, for work load; I plan my work and perform orderly without any delay, for work expectations; I should be informed about the policies and procedures of the company, for stress; My work hours have affected my physical fitness found to be significant. From the analysis it is concluded that if the organisations want to ensure long term employee performance of the employees, then they have to understand the changes in priorities of the women employees.

## SCOPE FOR FUTURE RESEARCH

1. The current research is confined to women employees in the study area, in the future research may study the work life balance of the both gender and examine whether there is a significant difference in perceptions of respective genders.
2. Current research involved 747 employees in electronic tech park, Bangalore, in future employees of other geographical areas so as to get the better picture of it.

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