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FACTORS AFFECTING WORK LIFE BALANCE OF IT INDUSTRY PROFESSIONALS IN PUNE

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This study explores the Work Life Balance of IT Employees in Pune, Maharashtra, India. A self-developed questionnaire was distributed by students in this group to their colleagues in the organization where they are currently working. These questions were posted online using Google Forms. Questions were raised on the three premises. (1)What are the inner traits of a person? Does he/she has positive attitude (2) How supportive is respondents family environment? (3)How cooperative is the organization where respondent is working. Analysis of data shows that Age is a factor in life balance, whereas education and gender doesn't play a major role.

Introduction

Ever since the industrial revolution, importance of working in an organization has been growing. In the beginning days work was more manual in nature. There were factory workers, typists etc. Then came the Information Technology revolution. With the advent of information technology, business processes changed drastically. Instead of searching for information in large file cabinets manually, it comes to a user on his/her computer, mobile phone etc travelling via network connection. To make it happen there are several information technology vendors who develop software programs and hardware design. Workers in these companies are well paid for their skill. But they are constantly pressured to deliver on tight deadlines and work long hours. Many a times their work hours don't fall to the normal 8AM-5PM schedule as they need to collaborate with team-members across the globe. Thus we find that work is intruding in the so called personal life. This study aims to find out how IT company employees are working on maintaining a "Work Life Balance" and what are the hindrances to this.

Review of Literature

Work life balance has been a fascinating topic for researchers and social scientists. In her famous work [Caproni, 1997] tries to find out if seeking balance is really needed? Author argues that traditional view of maintaining work life balance is in

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fact counterproductive and limits one's ability to live a fulfilling and meaningful file. She has experimented with the ideas proposed by previous authors in her own life and based on her experience this article has been written. She experimented with several options of being efficient and has found that many of those experiments were indeed fruitful. But she felt that extreme efficiency has negative consequences of not being able to make new friends and explore new things. She argues that living a goal oriented life has negative impact and in fact is preventing a person from living meaningful life. She points that life if often unpredictable and making detailed plans are of not much use. People will have to deal with uncertainties. Conclusively she says that finding "Balance" is unachievable task and if we try to achieve that we will find ourselves frustrated. On the other hand "Imbalance" is natural state and is not a problem to be solved.

The study by [Haar *et al.* 2014] investigates about the effect of Work Life Balance on individual results across various cultures. The sample of 1,416 employees was used which was from seven different populations like Malaysian, Chinese, New Zealand, European, Spanish, French and Italian. It was found in the analysis that the Work Life Balance has positive impact on Job and Life Satisfaction whereas there was negative impact on anxiety and depression. There was more positive impact of Work Life Balance on Job and Life Satisfaction on the individuals in Individualistic cultures as compared to the individuals in Collectivistic cultures. High Work Life Balance was associated with more Job and life Satisfaction and negatively associated with anxiety and depression in the gender egalitarian cultures.

Work by [Tuasig 2001] studies the effect of the alternate schedule of work on the perceived work life imbalance which they call it as "time bind". Time Bind occurs when there is imbalance which is perceived due to lack of the time available to devote the family demands and the work itself. It has been observed that in order to strike a balance between work and family life people often work in the alternate schedules i.e night shifts or add working hours, part time etc. With the increasing number of working women the alternate schedule is preferred by them in order to make the work life balance. Mostly it was not by choice but as required by the nature of the job the alternate work schedule was followed. But the effects of such alternate working schedules are negative on the family and health of the employee. Working nonstandard hours increased the family-work conflict and reduced the martial satisfaction, martial happiness and family satisfaction as well. Only alternate work schedule was not having positive impact on the family or work life but it was observed that when the employee had some control on the work schedule they follow then it proved to be positive for the family and work satisfaction. Thus when the alternate work schedule were voluntarily taken they had positive impact and when forced it resulted to be negative on work life balance.

Study by [S. Bhatnagar *et al.* 2015] have focused on the indian IT sector in Pune. Work Life Balance is percievedin various terms like 'Work Family Stability',

'Work Family Interface" and "Work Family Balance". Their aim of study is to find out whether work life balance is same across male and female. They have selected responses from 8 different IT organizations working in different domains in Pune area. Using ANOVA analysis they found that Gender doesn't play a role in work life imbalance. strain factors like feeling of physically exhausted, irritation; Time constraints like missing family functions due to work responsibilities and Role Ambiguity factor like receiving assignments out of employee expertise and capability are statistically significant to predict the WLB in IT sector. In several other studies researchers have tried to measure balance in a geographical context [Amanda Reily, 2014] for Irish workforce and [Xiao Y, 2012] for China.

Research Objectives and Problem Formulation

Finding balance is a very subjective discussion. As we have seen in previous section that many researchers don't advocate searching for balance. In fact we should be in search for a more fulfilling life. As any behavioral scientist will say that inner peace depends on 3 factors

1) Personal attitude

   A person who is not affected by things not in his control will have a better peace. Further a person who values both work and personal needs will have a better balance.

2) Family Support

   If your family understands the value of work you are doing, then they will support you in going an extra mile.

3) Organizational Support

   Organizations who value the importance of well-being of employee and family life are successful and most respected. In such organizations people tend to stay longer and contribute. Employees of such organization will say that they have a better work life balance.

Research Design Methodology

Research was conducted via the mode of online questionnaire. Questions were framed in 2 categories.

1) Classification Questions

   Questions in this category were of type Gender, Education Level, Is Married, Does have children etc.

2) Likert scale psychometric analysis

   These questions probed responders to gauze their personality traits, family support and organization support.

Sample Size Calculation

We have used the Sample Size Calculator to determine the number of samples to be collected for the survey. This service is public from Creative Research Systems. We can use it to determine how many people we need to get responses in order to get results that reflect the target population as precisely as needed.

Confidence Level: The confidence level represents the sureness of the results. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.We have used 95% as confidence level while calculating the sample size.

Confidence Interval: This is the margin of error; it is the range in which the results will be there. For example if we choose the confidence interval as 8 and 50% of our sample population selects a answer then we can be sure that if we would have asked the same question to the entire population between 42% (50-8) and 58% (50+8) would have picked same answer.

We have used the Confidence Interval as 8.

Population: The population for which the survey should be done. Thus this is the number of people to whom the sample size will represent. We have considered 22200 as the approx population for which the sample size should be determined and survey responses should be collected.Using the Sample Size Calculator we got the needed sample size as 149.

Data Analysis and Interpretation

In a quick using google form, we were able to receive 154 responses to our online questionnaire form. Here are some statistics to show the variety of respondents.

DATA CATEGORIZATION

Gender		
Category	*Count*	*In Percentage*
Male	107	70%
Female	47	30%

Gender analysis tells us that response is skewed towards male population. In ideal scenario both gender should be equally represented.

MARRIAGE AND CHILDREN

Category	*Count*	*In Percentage*
Married	125	81%
Unmarried	29	19%

Thus it shows that data is skewed towards married responses. In ideal scenario both category should have been equally represented.

Of the total married responses here is the breakup on the category of having children.

Category	*Count*	*In Percentage*
Have Children	68	54.4%
Don't Have Children	57	45.6%

Thus data is equally distributed among respondents having children or not having children.

EDUCATION

Category	*Count*	*In Percentage*
Diploma	4	2.6%
Bachelor's Degree	89	57.8%
Master's Degree	59	38.3%
Doctorate Degree	2	1.3%

As the data indicates that response is categorized in two major education categories with more emphasis on having Bachelor's Degree as the highest qualification.

Next we tried to evaluate if having higher education plays an important role in having a better work life balance. But data don't indicate any strong influence of education on attainment of balance.

AGE GROUP

Category	*Count*	*In Percentage*
21-30 Years	78	50.64%
31-40 Years	71	46.77%
41-50 Years	3	1.95%
51-60 Years	1	0.32%
61 Years of Above	1	0.32%

From the age group categorization 2 main categories emerge out. One is of 21-30 years and 31-40 years. Next we tried to figure out if there is any relation between work-life balance and age-group.

We tried to see how many of respondents have answered positively to the question "Do you enjoy life" on a likert scale of 1-7 where 1 indicates strong agreement and 7 indicates strong disagreement. As expected 21-30 years age group had a better work life balance when they didn't have children at home.

Age Group Vs Work Life Balance	
21-30 Years	78
1	18
2	24
3	17
4	10
5	3
6	4
7	2
31-40 Years	71
1	10
2	24
3	10
4	20
5	6
6	1

Age Group Vs Having Children	
21-30 Years	78
No	63
Yes	15
31-40 Years	71
No	21
Yes	50

As from the data shown above it clearly indicates that people belonging in 21-30 Years of age group definitely have more balance in comparison to 31-40 years of age group.

Reliability Analysis

We determined the reliability of the data which we have collected using the IBM SPSS tool. The Chronbach Alpha value i.e. the threshold limit as per Chronbach should not be less than 0.6 but the modern research have reported it to be 0.5 as acceptable limit.

The Reliability of the data is calculated using the Alpha using IBM SPSS tool.

Alpha Calculation

Below are the results obtained using Alpha method;

TABLE1 : RELIABILITY ANALYSIS ALPHA

→ **Reliability**

[Data Set 1]

Scale : All Variables

Case Processing Summary

		N	*%*
Cases	Valid	154	100.0
	Excluded[a]	0	0
	Total	154	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	*N of items*
.811	14

Observations

The value of Alpha comes out to be 0.811 which is greater than the Chronbach threshold limit of 0.6, the data used is reliable.

Factor Analysis

Kalser-Meyer-Olkin Measure of Sampling Adequacy

The Sampling Adequacy is measured using the KMO index. The KMO index value ranges from 0 to 1, with 0.6 suggested as minimum value for good Factor Analysis. We have used the Principal Component Factor Analysis extraction method using the IBM SPSS tool.

TABLE 2: KMO TEST

Factor Analysis

[DataSet1]

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.822
Bartlett's Test of Sphericity	Approx. Chi-Square	656.864
	df	91
	Sig.	.000

Communalities

	Initial	Extraction
WorkSuccess	1.000	.576
Timezone	1.000	.565
interruptingwork	1.000	.327
NoControl	1.000	.500
EnjoyLife	1.000	.699
controlSchedule	1.000	.506
StressFeeling	1.000	.531
personalEmergency	1.000	.483
FamilySupport	1.000	.560
MotivationToWork	1.000	.466
FinancialStability	1.000	.366
TalentRecognition	1.000	.702
SocialQuotient	1.000	.579
Commute	1.000	.432

Extraction Method: Principal Component Analysis.

Total Variance

Total variance output lists the Eigen values associated with each component before extraction, after extraction and after rotation.

TABLE 3: TOTAL VARIENCE EXPLAINED

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.865	34.748	34.748	4.865	34.748	34.748	3.559	25.418	25.418
2	1.263	9.019	43.766	1.263	9.019	43.766	2.463	17.594	43.012
3	1.165	8.323	52.089	1.165	8.323	52.089	1.271	9.076	52.089
4	.986	7.043	59.132						
5	.908	6.483	65.615						
6	.878	6.274	71.889						
7	.777	5.550	77.439						
8	.676	4.826	82.265						
9	.555	3.966	86.230						
10	.531	3.791	90.021						
11	.439	3.137	93.158						
12	.416	2.970	96.128						
13	.285	2.038	98.166						
14	.257	1.834	100.000						

Extraction Method: Principal Component Analysis.

Below are the observations:

- Before extraction, SPSS has identified 14 components.
- The Eigen values associated with each component represent the variance explained by that particular component. So, Component 1 explains 34.748% of total variance.
- In the next Table, Extraction Sums of Squared Loadings, SPSS extracts all factors with Eigen values greater than 1. We have 3 factors with Eigen values greater than 1.
- In the Rotation Sums of Squared Loading table, the Eigen values after rotation are displayed. Ideally the Cumulative % (Total Variance) should be 60% for the sample to get rotated. From our sample we are getting cumulative % of 52.089%.

Scree plot

We extract the components which are on the steep slope on the Scree Plot. The components which are on the shallow slope don't contribute to the solution.

Observations

From the Rotated Component Matrix output we can group the variables into three factors considering the threshold value as 0.6 as below

1. Factor1- Life Control
    - Work Success

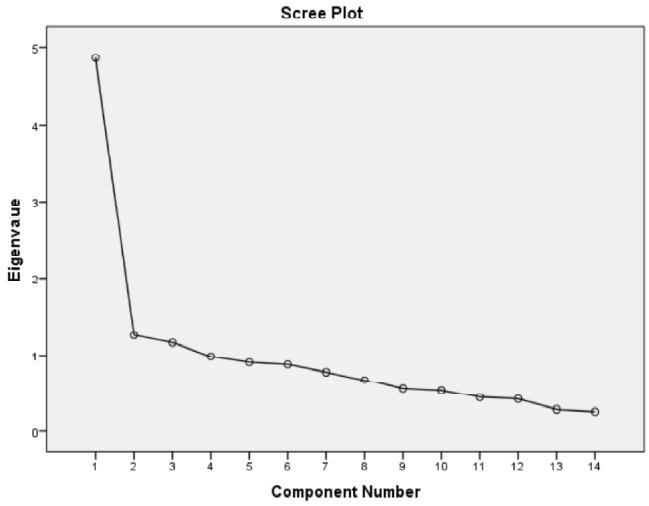

Figure 1: Scree Plot

TABLE 4: ROTATED COMPONENT MATRIX

Rotated Component Matrix[a]

	Component		
	1	2	3
WorkSuccess	.751	.087	.069
Timezone	.676	.328	-.026
interruptingwork	.336	.461	.040
NoControl	.133	.099	.687
EnjoyLife	.771	.226	-.231
controlSchedule	.675	.131	.183
StressFeeling	-.157	-.149	.696
personalEmergency	.627	.299	.003
FamilySupport	.675	.183	-.266
MotivationToWork	.164	.628	-.212
FinancialStability	.362	.460	.150
TalentRecognition	.018	.835	.064
SocialQuotient	.357	.650	-.170
Commute	.444	.430	.222

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

Component Transformation Matrix

Component	1	2	3
1	.804	.592	-.052
2	.119	-.074	.990
3	-.583	.802	.129

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser

- Time Zone
- Control Schedule
- Personal Emergency
- Family Support

2. **Factor2- Life Motivation**
   - Motivation To Work
   - Talent Recognition
   - Social Quotient
3. **Factor3- Life Stress**
   - Stress Feeling
   - No Control

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