Chapter I

INTRODUCTION

Work-life balance is a buzzword in any profession today. The demand for work-life-balance solutions by employees and managers is expanding at an unprecedented rate. Work-life balance is an increasingly hot topic of discussion of not only in software companies, but almost all the companies of knowledge based industry today. In the years to come, it will be one of the most important issues that executives and human resource professionals will be expected to manage. Engaging the head and the heart, it’s a highly-debatable issue that makes people to toss up the coin and looking to decide either for the work or for life.

The need to examine the balance between work and life has become necessary for most of the people during their employment which results in the alternate arrangements, even for a short period of time either for official work or for personal work. Adjustments to work arrangements may take the form of leave or a reduction in working hours, usually on a temporary basis and sometimes may be on a permanent basis too. Adjustments to life depends upon the issue and in most cases, substitution may not be possible.

“Meaningful work is that, more often than not, fills us instead of depleting us. It’s energizing and uplifting and gives us a sense of wellbeing and contentment. It’s work that we truly enjoy—and maybe even love—doing most of the time. That we’re paid to do it is just icing on the cake” says Lori Herz and Arnie Herz, in their article “Beyond Balance: How to Cultivate Work-Life Synergy in the Law”.

Lockwood (2003) observed the term from the viewpoint of employer, and of the employee. From Employees’ viewpoint: “It is the dilemma of managing work obligations and personal/family responsibilities” and from Employer’s viewpoint: “It
is the challenge of creating a supportive company culture where employees can focus on their jobs while at work”.  

Work-family balance referred to the degree to which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities because of limited resources like time and energy.  

1.1 THE CONCEPT OF WORK LIFE BALANCE

The term Work Life Balance was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of “Family-Work Conflict” (FWC) and “Work-Family Conflict” (WFC). The former is also referred to as Work Interferes with Family” (WIF) while the latter is also known as “Family Interferes with Work”(FIW). In other words, from the scarcity or zero-sum perspective, time devoted to work is construed as time taken away from one’s family life.

Greenhaus, J.H. and Beutell, N.J suggests that work life balance, includes both work/personal life interference as well as work/personal life enhancement and gives three dimensions of work life balance, i.e.,

• Work interference with personal life (WIPL)
• Personal life interference with work (PLIW)
• Work/Personal life enhancement (WPLE)

The scarcity perspective has given way to the expansion enhancement approach that views that work can facilitate participation at home and vice-versa. This has given rise to the concepts of “Work-Family Facilitation” (WFF) and “Family-Work Facilitation” (FWF) where experiences acquired at work can facilitate participation at home and
vice-versa. These two notions have contributed to the concept of work life balance where a balanced life consists of work and family that are mutually reinforcing-the family experiences of workers that can enrich their contribution to work and organizations, and vice-versa.\(^5\)

**1.2 DEFINITION OF WORK LIFE BALANCE**

Felstead, Jewson, Aphizacklea and Walter defines Work-Life Balance as the relationship between time and space of work and non-work in societies where income is predominantly generated and distributed through labor markets.\(^6\)

According to Cutterbuck, Work-Life Balance is being aware of different demands on time and energy saving the ability to make choices in the allocation of time and energy knowing what values to apply.\(^7\)

Clark defines Work Life Balance as the satisfaction and good functioning of work and at home with a minimum of role conflict.\(^8\)

According to Greenhaus and Collins, Work-Life Balance is a matter of degree, a continuum anchored at one end by extensive imbalance in favor of the other role (e.g. work) as the other anchor point.\(^9\)

Based on a deep literature review, and results of the present study, the researcher defines the term 'work-life balance' as “*a person's state of affairs of effectively managing their paid work and career related commitments with their personal goals, social responsibilities and other obligations*”.

**1.3 NEED FOR THE STUDY**

An increasing number of IT professionals have been finding it difficult to handle emotional stress, according to experts. Occupational hazard and the stress related to work needs to be addressed without delay. Some employees feel that most activities tend to prepare them for the stress and not necessarily help prevent it. What
really keeps them going is their ability to beat stress at work and the rating they get from their managers at the end of the year.  

They’re losing vital life force for giving such performances. The level of depression, ill-health, and stress have elevated and given a bottleneck situation for the IT professionals to balance their work and life. Hence, it is necessary to find a right way to balance work and life. This study aims to find out the causes and remedy for maintaining the right balance between work and life which would be of great use to the employees of IT companies.

1.4 SIGNIFICANCE OF THE STUDY

A good work-life balance may improve the health and reduce stress levels of individuals through having more time to meet commitments, a reduced load in the workplace, and extra time to devote to exercise and other healthy living activities.

The increase in women’s participation in the workforce and the changing role of fathers has also resulted in a need for flexibility in the workplace to accommodate the personal, social, community and cultural needs and interests of employees.

Work-life balance is achieved when an individual’s right to an enriched life both within and outside paid work is recognized and valued. It is the need of the hour for employees of IT industry to find out remedies to stay balanced, hence, the present study gains significance.

1.5 SCOPE OF THE STUDY

The present study focuses on the employees of IT companies in Chennai. Being a metropolitan city and for its infrastructural facilities, Chennai is one of the most preferred hubs for the IT industrialists. All the IT major companies are having
its operation in Chennai. People of various demographic profiles, culture, lifestyles, values and beliefs lives in Chennai and people of similar kind are working in IT companies too. Hence Chennai is taken as the study area.

The period of data collection was during the fiscal year 2009-2010. According to National Association of Software and Services Companies (NASSCOM), the top 20 players in IT services for the year 2009-10 are:

**Table 1.5.1 The top 20 players in IT services for the year 2009-10**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tata Consultancy Services Ltd</td>
</tr>
<tr>
<td>2</td>
<td>Infosys Technologies Ltd</td>
</tr>
<tr>
<td>3</td>
<td>Wipro Ltd</td>
</tr>
<tr>
<td>4</td>
<td>HCL Technologies Ltd</td>
</tr>
<tr>
<td>5</td>
<td>Tech Mahindra Ltd.</td>
</tr>
<tr>
<td>6</td>
<td>Mphasis an EDS company</td>
</tr>
<tr>
<td>7</td>
<td>Patni Computer Systems Ltd</td>
</tr>
<tr>
<td>8</td>
<td>Aricent Technologies (Holdings) Ltd.</td>
</tr>
<tr>
<td>9</td>
<td>CSC India Pvt. Limited</td>
</tr>
<tr>
<td>10</td>
<td>Larsen &amp; Toubro Infotech Ltd</td>
</tr>
<tr>
<td>11</td>
<td>HSBC Software Development (I) Pvt. Ltd.</td>
</tr>
<tr>
<td>12</td>
<td>Polaris Software Lab Ltd.</td>
</tr>
<tr>
<td>13</td>
<td>Mindtree Limited</td>
</tr>
<tr>
<td>14</td>
<td>3i Infotech Ltd.</td>
</tr>
<tr>
<td>15</td>
<td>Mascon Global Ltd.</td>
</tr>
<tr>
<td>16</td>
<td>Honeywell Technology Solutions Lab Pvt Ltd</td>
</tr>
<tr>
<td>17</td>
<td>PInfotech Enterprises Ltd</td>
</tr>
<tr>
<td>18</td>
<td>Hexaware Technologies Ltd</td>
</tr>
<tr>
<td>19</td>
<td>Sonata Software Ltd</td>
</tr>
<tr>
<td>20</td>
<td>Zensar Technologies Ltd</td>
</tr>
</tbody>
</table>

Note: This list does not include some companies whose corporate headquarters are located outside India, but have significant India-centric delivery capabilities, and have not shared their India-centric revenue figures. Had they been ranked based on their India revenues, companies such as Accenture, Cognizant, HP, Capgemini, Oracle and IBM would also have appeared in this ranking.
Since it is practically difficult to consider the employees of all the companies listed in NASSCOM, the employees of the top five companies as per the ranking on 2009-10 were considered for the study. This study considers the IT industry as a whole and no individual comparison is made between companies.

1.6 OBJECTIVES OF THE STUDY

The objectives of the present study are:

1. To study the various components of Work-Life Balance of employees’ of IT companies in Chennai city.
2. To study the influence of employees’ work environment on personal life and vice versa.
3. To study the impact of Work-Life Balance on Quality of Work Life of employees’ of study industry.
4. To examine the present Work-Life Balance practices implemented and the employees’ perception towards Work-Life Balance practices in the IT companies in Chennai city.
5. To suggest methods to eradicate the imbalances, if any and to stay balanced.

1.7 RESEARCH METHODOLOGY

1.7.1 Research Design

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.”

Source: NASSCOM: Top 20 players in IT Services – 2009-2010
The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. The research design includes an outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data.\textsuperscript{14}

Descriptive and Diagnostic research design is adopted in this study. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group, whereas diagnostic research studies determine the frequency with which something occur or its association with something else.\textsuperscript{15}

1.7.2 Pilot Study

A pilot study was initially conducted to find out the feasibility and the relevance of the present study. Several employees of various IT Firms were contacted and information regarding the study concepts, applications of Work-life Balance practices and the present scenario in IT industries was studied. The collected details were discussed with senior academicians and HR executives of few IT Firms and the research design for the present study was structured.

1.7.3 Data Collection

The present study is based on both the Primary and the Secondary data. Primary data was collected through a structured questionnaire. Data was collected from the employees of top five companies of IT industry as ranked by NASSCOM in 2009-’10.

The secondary data was collected from sources like national journal, International journal, previous researches conducted on similar area, websites pertaining to study topic, annual report of the selected IT companies, text books on

1.7.4 Questionnaire Design

The questionnaire used for this study comprises of 25 questions divided into 6 parts, namely, Personal Profile, Work Particulars, Life Particulars, Work-Life Conflicts, Quality of Work Life and Work-Life Balance practices. Multiple choice questions, open ended questions, rating scales, and ranking type of questions are there in the questionnaire.

1.7.5 Pre-testing of the Questionnaire Designed

The questionnaire was administered with twenty five employees of IT firms for pre-testing the questionnaire, with a view to detect any problem with the questionnaire design leading to ambiguity of words, misinterpretation of questions, inability to answer a question, sensitive questions, unanimous responses and many other problems associated with the questionnaire as well as the process of administering the survey. Based on the response of pre-testing, suitable changes were made to attain precision.

1.7.6 Sampling Design

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design is determined before data are collected. There are many sample designs from which a researcher can choose. Researcher must select an appropriate sample design which should be reliable and appropriate for the study.¹⁶
1.7.7 Universe

The universe for sampling in the present study is the employees of all IT companies in Chennai city.

1.7.8 Sampling Unit

The National Association of Software and Services Companies (NASSCOM) is a trade association of Indian Information Technology (IT) and Business Process Outsourcing (BPO) industry. NASSCOM facilitates business and trade in software and services and encourages the advancement of research in software technology. As per the industry ranking done by NASSCOM for 2009-2010, the top five companies were considered for sampling in the present study. They are:

1. Tata Consultancy Services Ltd. (TCS),
2. Infosys Technologies Ltd.,
3. Wipro Ltd.,
4. HCL Technologies Ltd., and
5. Tech Mahindra Ltd.

So, the employees of these five companies were considered as sampling unit.

1.7.9 Sample Population

For the present study, the sample population are as follows:

<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Total Strength in 2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCL Technologies Ltd., 17</td>
<td>87,366</td>
</tr>
<tr>
<td>Infosys Technologies Ltd., 18</td>
<td>1,32,688</td>
</tr>
<tr>
<td>TCS Ltd., 19</td>
<td>1,64,429</td>
</tr>
<tr>
<td>Tech Mahindra Ltd., 20</td>
<td>43,524</td>
</tr>
<tr>
<td>Wipro Ltd., 21</td>
<td>1,02,981</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,30,988</strong></td>
</tr>
</tbody>
</table>

Source: Respective Annual Reports 2009-10
The employees from the Tata Consultancy Services Ltd., Infosys Technologies Ltd., Wipro Ltd., HCL Technologies Ltd., and Tech Mahindra Ltd during the fiscal year 2009-10 are considered as sample for the study.

1.7.10 Sample Size

An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. While deciding the size of sample, various parameters like the size of population, precision, variance and time factor was kept in view. Based on that, it was determined to take 0.1 percent of total employees working in each IT company of the sample population, accounting to 531 employees.

The individual break up of sample size is as given below:

Table 1.7.1 The breakup of sample size for the study

<table>
<thead>
<tr>
<th>Name of the Company</th>
<th>Total strength in 2009-10</th>
<th>0.1% of total sample</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCL Technologies Ltd.,</td>
<td>87,366</td>
<td>87.37</td>
<td>87</td>
</tr>
<tr>
<td>Infosys Technologies Ltd.,</td>
<td>1,32,688</td>
<td>132.69</td>
<td>133</td>
</tr>
<tr>
<td>TCS Ltd.,</td>
<td>1,64,429</td>
<td>164.4</td>
<td>164</td>
</tr>
<tr>
<td>Tech Mahindra Ltd.,</td>
<td>43,524</td>
<td>43.52</td>
<td>44</td>
</tr>
<tr>
<td>Wipro Ltd.,</td>
<td>1,02,981</td>
<td>102.98</td>
<td>103</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,30,988</strong></td>
<td><strong>530.99</strong></td>
<td><strong>531</strong></td>
</tr>
</tbody>
</table>

1.7.11 Sampling Method Used

The sampling technique adopted for the present study is purposive and simple random sampling.

Purposive sampling is also known as deliberate sampling. This sampling method involves purposive or deliberate selection of particular units of the universe
for constituting a sample which represents the universe. The top five IT companies from the Industry Ranking 2009-’10 by NASSCOM were taken under this technique.

Random sampling is also known as ‘Probability sampling’ or ‘chance sampling’. Under this sampling design, every item of the universe has an equal chance of inclusion in the sample. Random sampling ensures the law of statistical regularity which states that if on an average the sample chosen is a random one, the sample will have the same composition and characteristics as the universe. This is the reason why random sampling is considered for selecting a representative sample for the present study. The 531 employees of the selected IT companies as mentioned in the sample population were selected based on simple random sampling and the data was collected from them.

1.7.12 Research Hypotheses

A hypothesis may be defined as a proposition or a set of proposition set forth as an explanation for the occurrence of some specified group of phenomena either asserted merely as a provisional conjecture to guide some investigation or accepted as highly probable in the light of established facts. Quite often a research hypothesis is a predictive statement, capable of being tested by scientific methods, that relates an independent variable to some dependent variable.22

Based on the objectives, the hypotheses framed for the present study are:

1. H1₀ - There is no significant association between the gender of the respondents and the components of work / life related factors of the respondents.

2. H2₀ - There is no significant association between the age of the respondents and the components of work / life related factors of the respondents.
3. H3\textsubscript{0} - There is no significant relation between the marital status of the respondents and the components of work / life related factors of the respondents.

4. H4\textsubscript{0} - There is no significant association between the employment status of spouse of the respondents and the components of work / life related factors of the respondents.

5. H5\textsubscript{0} - There is no significant association between the nature of the family of the respondents and the components of work / life related factors of the respondents.

6. H6\textsubscript{0} - There is no significant difference between the dependent status of respondents and the components of work / life related factors of the respondents.

7. H7\textsubscript{0} - There is no significant association between the total work experience of the respondents and the components of work / life related factors of the respondents.

1.7.13 Frame Work of Analysis

Scaling Measurement

The qualitative factor is converted into quantitative with the help of Likert type five point scale. At one extreme of the scale there is strong agreement with the given statement and at the other, strong disagreement, and between them lie intermediate points. It is illustrated as:

![Likert Scale Diagram]
Each point on the scale carries a score. Response indicating the ‘Strongly Agree’ is 5 and the ‘Strongly Disagree’ is 1. The Likert scaling technique, thus, assigns a scale value to each of the five responses. The same method is followed in respect of each scaling statement in the instrument. This way the instrument yields a total score for each respondent, which would then measure the respondent’s agreeableness toward the given point of view. In this technique, higher the total score, higher the agreeableness and vice versa.

**Descriptive Analysis**

In the present study, descriptive analysis is done by calculating the mean, standard deviation, weighted average ranking and rating scales.

**Inferential Analysis**

In the present study, inferential analysis is done by following parametric and non parametric tests.

**Factor Analysis**

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of specific factors.

**Principal Component Analysis**

Principal component analysis is a statistical procedure that uses orthogonal transformation to convert a set of observations of possibly correlated variables into a set of values of linearly uncorrelated variables called principal components. This transformation is defined in such a way that the first principal component has the largest possible variance i.e., accounts for as much of the variability in the data as possible, and each succeeding component in turn has the highest variance possible
under the constraint that it be orthogonal to i.e., uncorrelated with the preceding components.

**Regression Analysis**

It is a statistical analysis used to estimate the significant relationship among the selected variables.

**T-Test**

A t-test is a statistical hypothesis test which is used to determine if two sets of data are significantly different from each other with regard to a specific factor.

**Analysis of Variance - Oneway ANOVA**

Analysis of variance (ANOVA) is used to analyze the differences between group means and their associated procedures such as variation among and between groups.

**Duncan’s Multiple Range Test (MRT)**

Duncan’s Multiple Range Test (MRT) belongs to the general class of multiple comparison procedures that use the range statistics to compare the sets of means. MRT is a variant of the Student–Newman–Keuls method that uses increasing alpha levels to calculate the critical values in each step of the Newman–Keuls procedure.

**Friedman Test**

The Friedman test is a non-parametric statistical test used to detect differences in treatments across multiple test attempts. The procedure involves ranking each row (or block) together, then considering the values of ranks by columns.

**1.8 LIMITATIONS OF THE STUDY**

Every social research has its own limitations. The present study also has few limitations and they are:
1. The study is restricted to employees of IT Industry only. Hence the findings of the study may not be applicable to other industries and sectors.

2. The present study is not a comparative study of various companies in IT Industry.

3. There are chances for few data provided by the respondents to have personal bias due to the nature and intensity of the questions.

1.9 PRESENTATION OF THE STUDY REPORT

The study report is presented in seven chapters.

Chapter I introduces the concept of Work-Life Balance, highlights the need for the study, significance, scope & objectives of the study. It also describes the research methodology of the study in detail.

Chapter II gives an overview of Work-Life Balance, various work related factors, personal life related factors and Work-Life Balance variables in detail.

Chapter III explores the IT Industry in India. It focuses on the origin, growth, present scenario and the opportunities of Indian IT Industry in future.

Chapter IV depicts the literature review of several studies undertaken on concepts of Work-Life Balance

Chapter V analyses the demographic profile of the respondents working in software companies chosen for the study.

Chapter VI analyses the various aspects of work and life related components, work-life conflicts, Quality of Work Life and Work-Life Balance practices present in software companies chosen for the study.

Chapter VII deals with the findings, recommendations and conclusions and further scope for the study.
REFERENCES


12. http://www.nasscom.in/industry-ranking


