CHAPTER 1

INTRODUCTION AND DESIGN OF THE STUDY
CHAPTER-1

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In the past two decades, there has been a substantial increase in work which is felt to be due, in part, by information technology and by an intense, competitive work environment. Long-term loyalty and a “sense of corporate community” have been eroded by a performance culture that expects more and more from their employees yet offers little security in return.

Many experts forecasted that technology would eliminate most household chores and provide people with much more time to enjoy leisure activities; unfortunately, many have decided to ignore this option being “egged on” by a consumerist culture and a political agenda that has “elevated (Bunting, 2004) the work ethic to unprecedented heights and thereby reinforced the low value and worth attached to parenting”\(^1\).

Maintaining a balance between one’s personal and professional life has become a prominent topic in the society. The linkages between work and family emerged as a distinct area of research in the 1960s and 1970s. The expression Work-Life Balance (WLB) was first used in the middle of 1970s to describe the balance between an individual’s work and personal life. Over

30 years ago, Kanter (1977) opined about the ‘myth of separate world’ and called attention to the reality that work and home are inescapably linked.

By the 1980s it was widely acknowledged that work and family are interrelated domains\(^2\) (Pleck & Staines 1985). A number of factors like health and safety at work, international competitiveness, equality and flexible labour market contributed to these developments\(^3\) (Hogarth, T & Derek Bosworth, D 2006). It was widely agreed that given the competing demands of work and life, conflict between the two domains arises for most employees. Work-life boundary variables affect trust in the organization which plays a mediating role in these variables relationship to job satisfaction and organizational commitment\(^4\) (Scholarios, D. & Marks, A. 2004).

Around a decade-and-a-half ago, for corporate India's managers, work was work and life was life. Post-liberalization, the textures have changed completely. With elimination of many trade barriers, rapid development of electronic communication networks, internet commerce, transactional banking, efficient global logistics and interlocked financial markets have all combined to make the ‘business of business’ faster, more economical and at the same time globally competitive.


Another noticeable change in the traditional economies like India has been the dramatic increase in women entering the work force which has changed the structure of the labor markets presenting employees, government and organizations with fresh challenges. The intensification of work overload and long working hours as the work culture has led to low family involvement, stress, depression, divorces and severe health problems. The corollary of all this progress has been the tremendous imbalance in the work-life patterns in certain professions with stress forming an intrinsic part of the job.

1.1 CONCEPT OF WORK-LIFE BALANCE

Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of our various work and personal activities is usually unrewarding and unrealistic.

An individual’s work-life balance will vary over time, often on a daily basis. The right balance for an individual today will probably be different tomorrow. The right balance for an individual as a bachelor will be different as when married or with children; it would also be different as when a new career is started versus when retirement age is nearing. There is no perfect one-size fit for all at all times. The best work-life balance is different for each individual as each individual has different priorities and different lives.
However, at the core of an effective work-life balance definition the two key concepts that are relevant are daily **Achievement and Enjoyment**, ideas that seem almost deceptive in their simplicity.

Engraining a fuller meaning of these two concepts is equivalent to defining a positive Work-Life Balance. People feel a sense of achievement when they have a better income, a new house, and their children in the best city college. Enjoyment means pride, satisfaction, happiness, celebration, love, and a sense of well-being and all the joys of living.

Achievement and Enjoyment are the front and back of the coin of value in life. One cannot be achieved without the other same as there cannot be a one sided coin.

Work-Life Balance focuses in its larger role of offering employees more control over their time, adjusting work patterns so that everyone regardless of age, race or gender can find a rhythm that enables them more easily to combine work with their other responsibilities and aspirations\(^5\).

**1.2 NEED FOR WORK-LIFE BALANCE**

A balanced life is one where we spread our energy and effort-emotional, intellectual, imaginative, spiritual and physical. The neglect of one or more

\(^5\)Definition of Work-Life Balance – Department for Trade and Industry (DTI), UK.
areas, may threaten the vitality of the whole. The key areas of importance in our life are:

**Family:** Successful parenting, the culture of care and selflessness that are part of family life, requires energy, time, patience and a tolerance for mess and confusion. This leads to the key question of ‘who finds time to care for whom?’ Often the time-consuming listening part of relationships gets ditched in favor of quick fixes, and then the unattended get to feel unloved and react accordingly. Families need nurturing, and an individual’s responses have to be sufficiently deep and elastic to accommodate the unexpected, not just the scheduled bits that fit in neatly with their jobs.

**Home:** Home making is time-consuming. In the making of a home one creates an atmosphere that reflects their sense of place in this world. Home is not just absence of work. It is certainly not a matching piece of furniture or the largest roof possible. It is a refuge for an individual’s humanity, a time and place internationally crafted moment by moment. Home is a shelter which provides intimacy, quietness and privacy. Home is an extension of human beings where they feel free in their emotions. The paradox is that the more human beings work, the more desperate they are to find such a home with its timeless associations and the less time they have to create it. Homes easily become houses.
**Friendships:** It is often said that the “art of friendship requires common skills to an uncommon degree: a combination of affection, tolerance and patience as well as a sense of constancy in times of struggle and difference”. Yet when the work-life balance spirals out of control, often friendships along with exercise are the first things to suffer. In a report entitled ‘Social Trends; British Social Attitudes Survey 30 (HMSO 2000) cited a significant result showing that over the past two decades people are seeing less of their best friends. Yet, as the extended family gets to be geographically more and more challenged, our friendships become increasingly relevant to our circle of mutual nurture and support.

**Community:** Like family, home and friendships, the local communities also depend on an individual’s time and energy in order to function effectively, freely and spontaneously. It is in the reciprocal context of its activities that an individual’s communal identity can be experienced and enjoyed. Thus, if individuals lose that vital life-work balance then the many activities through which neighborhood and locality are expressed are marginalized. Hobbies, interests and sporting pursuits derive much of their meaning through interaction with others. If the issues of work-life balance as a society are not addressed then one of the first casualties would be the richness and diversity of community life.
1.3 DRIVERS OF WORK - LIFE BALANCE

The concept of a healthy balance between work and life is not some candy coated HR pill to overworked and stressed employees. Jobs in most industrial sectors have become more demanding as organizations become leaner and the business environment more competitive. Today there are more women, single parents, and families where both parents work in the workforce than in the past. The line between work and non-work time has become blurred, creating personal conflicts and stress. The drivers of work-life balance are:

**The Work Place:** The creation of global organizations means their world never sleeps. Globalization is adding fuel to this imbalance. Employees have no choice but to sit and work late if they have to co-ordinate with a market that is 10 hours behind. With the varying time zones, the employees of the organization tend to operate 24 hours satisfying the customers of different time zones. This is the reality of the most organizations belonging to the IT-ITES sector.

**Information Technology:** Over the past twenty-five years there has been a significant intensification of work, driven in part by information technology, by an increasing vulnerability to competition and by the deregulation of the workplace. Technology, while often aiding efficiency, has been increasing
work-loads by making people accessible around the clock. Today communication technology allows the employee to work from home, in his car, on beach etc., thus blurring all the boundary lines.

**Competition:** Competition in the market forces the organizations to make their employees overwork to remain ahead of their competitors.

**Dual Career Couples:** Today both spouses in most of the families with children work full time or at least part-time. A married employee is typically part of a dual-career couple. This makes it increasingly difficult for the married employees to find time to fulfill commitments to home, spouse, children, parents and friends. The result is constant juggling of work and family responsibilities, which in turn causes conflict of expectations of individuals. The expectations of spouses and children often conflict with the expectations of bosses and co-workers resulting in conflict within the family leading to stressful situations.

**Working Women:** For both male and female employees balancing the demand of family and work is a significant challenge. This challenge becomes two-fold for the female employees as primarily the women in most parts of the world still carry family care for children and the elderly in the family. Travails of a working house-wife are more than a working husband. Time based conflict is more acute for women than for men. Oglesby 2004 estimates that working mothers devote 79 hours each week to paid
employment; childcare, household chores and personal chores whereas working fathers spend 69 hours to these activities. Until men increase their contribution to home making to accommodate the new social order, many of these “super moms” will continue to experience the super stress.

The drivers are fairly clear. At the same time, today the global market places are competitive, than ever before. This translates to more pressures on employees. Not only are companies putting pressures to perform, but individuals also are very ambitious. This combination is creating more pressures at work.

1.4 INFORMATION TECHNOLOGY (IT) AND INFORMATION TECHNOLOGY ENABLED SERVICES (ITES) IN INDIA

The global economic downturn of 2009 had a lingering effect on the GDP growth and employment in developed markets. However, based on the pen-up demand from the corporate sector and return of the discretionary spending, there was a surge in IT spending across markets, both traditional and emerging. And not all of it was customer–led, service providers did their part too, by providing new business models that encouraged first time buyers and re-invented value proposition for existing ones. Further, with sector focus shifting from basic outsourcing advantages of cost and talent, to higher value added services, innovation and transformation, Indian global outsourcing has evolved from being tactical to that of bringing strategic
benefit to clients. The IT-ITES sector has become one of the most significant growth catalysts for the Indian economy. In addition to fuelling India’s economy, this industry is also positively influencing the lives of its people through an active direct and indirect contribution to the various socio-economic parameters such as employment, standard of living and diversity among others. The industry has played a significant role in transforming India’s image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture based economy to a knowledge based economy. The efforts of the industry towards the holistic developments of the Indian economy and society will continue making a positive impact and changing lives as it has done so far. Further, the industry has acted as socially responsible corporations playing an active role in regional development across India, empowerment of diverse human assets, driving technology and innovation to transform client businesses and enhancing the overall brand image of India.

1.4.1 Indian IT-ITES Value Proposition

India has retained its position as the leading global sourcing destination with a 55 percent share of global IT and ITES market in 2010 and been able to
increase its market share in spite of competitive challenges presented by emerging off shoring destinations. This has been only possible due to the development of a set of factors unique to India, that multiply India’s value proposition manifold. While the cost advantage is unparalleled, India has the world’s largest pool of employable talent, service delivery infrastructure across multiple geographically dispersed locations within the country and a supportive policy regime. However, Indian global sourcing industry is no longer hinging its value proposition on cost, talent, and infrastructure and processed which are considered as basic tools to operate in global sourcing landscape. With customers also pushing for more collaborative contracts where there is business metric performance measurement and greater risk-reward sharing, Indian industry is increasingly being driven by the following four factors:

- **Transformational Business Impact**–Client business transformation happening through
  
  - **Verticalized Solutioning** – A number of organizations have restructured themselves around verticals and centers of excellences – so as to develop and deliver end to end services keeping substantial revenue impact for them. These verticalized business units act as a source of innovation and development of proof of concept solutions
  
  - **Technology Enablement** – Development of solutions around platforms, cloud based products integrating business intelligence and
application development tools are proving to be game changers for increasing set of customers. This is also prompting customers to move from CAPEX to OPEX based models.

- **Process Innovation/Re-engineering** – Coupled with automation and six sigma skills, incremental set of enhancements imbibing best in class learning and practices in established service delivery processes also have the ability to create wide ranging transformation for clients.

- **Service Delivery Maturity** – India is the most mature outsourcing market a with Indian service providers having developed end to end service delivery capabilities around the verticals. Further, there is increased globalization in service delivery, cross border collaboration and partnerships to enhance service offerings and reengineering of talent pool for greater productivity and efficiency.

- **Scalability** - India’s scale and flexibility is unique – a vast labour pool, network of tier II/III cities offering further cost reduction and increased infrastructure spend are the cornerstones to this advantage offered by India over the other locations. The demand side has also been maturing gradually moving away from commoditized services at lowest possible cost to demand for higher end solutions and measurable business value. There is highly rationalized and competent provider base which is one factor where India scores over other countries.
Sustainability - Industry focusing on sustainable practices - including diversity, green and corporate social responsibility.

1.4.2 GROWTH ESTIMATES

NASSCOM expects remote infrastructure management, software testing, engineering services, embedded systems and knowledge service outsourcing combined will grow from $19 billion in FY11 to $41 billion in FY15 at a 21% CAGR.

TABLE: 1.1

ESTIMATE OF GROWTH IN NEW IT SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>2011 Revenue</th>
<th>% of Total Exports</th>
<th>2015 Revenue</th>
<th>% of Total Exports</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote infrastructure management</td>
<td>5.5</td>
<td>9%</td>
<td>12.5</td>
<td>13%</td>
<td>23%</td>
</tr>
<tr>
<td>Software testing</td>
<td>2.3</td>
<td>4%</td>
<td>7.3</td>
<td>7%</td>
<td>33%</td>
</tr>
<tr>
<td>Engineering services</td>
<td>4.2</td>
<td>7%</td>
<td>7.3</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>Embedded systems</td>
<td>4.8</td>
<td>8%</td>
<td>8.2</td>
<td>8%</td>
<td>14%</td>
</tr>
<tr>
<td>Knowledge services</td>
<td>2.5</td>
<td>4%</td>
<td>5.8</td>
<td>6%</td>
<td>23%</td>
</tr>
<tr>
<td>Newer services total</td>
<td>19.3</td>
<td>33%</td>
<td>41.1</td>
<td>41%</td>
<td>21%</td>
</tr>
<tr>
<td>Other services</td>
<td>39.7</td>
<td>67%</td>
<td>58.9</td>
<td>59%</td>
<td>10%</td>
</tr>
<tr>
<td>Overall IT/BPO exports</td>
<td>59</td>
<td></td>
<td>100</td>
<td></td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: NASSCOM
The pie-chart 1.1 shows revenues generated by the Indian IT firms are the highest in the IT application development with the percentage of about 37%. Offshore firms have historically provided custom application development and maintenance in IT services and transaction processing in business process outsourcing. These services although more penetrated than others, will continue to grow in high single to low double digits over the next 4-5 years driven by increased outsourcing from new clients and clients looking to benefit from low-cost delivery.
More than 2.5 million people are employed in the IT/ITES sector either directly or indirectly, making it one of the biggest job creators in India and a mainstay of the national economy.

At the same time some have decried, India’s IT boom as just another version of sweat shop production with lines of code replacing garments. The two ways of measuring the demands of a job considered are the time and effort as defined since the beginning of the industrial revolution. In last few decades a third phenomenon arisen is known as emotional labor. It is not the physical stamina and analytical capabilities which are required to do a good job, but personality and emotional skills as well. This especially holds good for a customer services representative of a back office service provider. In such offices the profit margins are so tight that operators are under continual pressure to meet tight deadlines, forced to stick to strictly scripted instructions and still to manage some cheerfulness and good humor. The call handlers are expected to provide the customer with certain pleasurable emotional exchange at the cost of repressing their own emotions to ensure a standardized service. This equation of providing empathy to another while denying it to one self is complex. This five minute call to a back office service provider represents a profoundly unbalanced human relationship. Another related concern is that with people working across the countries, the time zone differs, so professionals in India end up working at night hours
which disrupts their family life. These intense time and emotion demanding jobs have started showing signs of imbalance in this sector with respect to the personal lives of the employees. This is also reflected in the productivity of the organization.

1.5 RATIONALE FOR STUDY

Work-Life Balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm to mutual benefit of the individual, business and society\textsuperscript{7}. The key is control over time or ‘time sovereignty’. This aspect of work-life balance has an important underlying implication that work-life balance is for everyone not just for mothers or families and is critical in not just developing policies but also in reviewing them and their impact on employees.

During the past three years India has grown at a rate of 8.6\%, the fastest since independence. The IT and ITES industries are one of the main contributors towards this growth.

The IT and ITES industry in India has come a long way since in its inception in the latter decades of the twentieth century. It has become a

\textsuperscript{7}Definition of Work-Life Balance – www.employersforworklife balance.org.uk/work/definition
force to reckon with and contributes significantly to India’s GDP, foreign exchange inflows and employment.

At the same time it has become important to find out the causes of the high burn-out rate in this industry and the kind of effects these high time demanding jobs have on the family lives of the IT professionals.

1.6 SIGNIFICANCE OF THE STUDY

For a researcher in the arena of human resource development, it is but inevitable, to explore the twin concepts of quality of work life and work life balance. The topic of work life balance is important because of its relevance to the professional, social and physical well-being of the individuals. Companies around the world are on a competitive treadmill while coping with recessionary pressures and options of either finding ways to boost profits, creating new markets, controlling costs or developing new products for customers, shaping new business with a work-life view in focus.

Studies have shown that work-life balance and business performance are inextricably linked. Employees who experience increased stress due to work/ life conflict and decreased perceptions of control over their work and non-work demands are less productive, less committed to their organization and more likely to be absent or leave the organization.
Individuals experiencing interference between work and personal lives are also more likely to suffer from reduced psychological well-being and physical health. Thus, it makes economic and business sense for human resource managers all over the world to find ways and means to improve the quality of work life and work life balance which also contributes to a humanitarian approach.

In addition to this, influx of women from all walks of life into formal paid work has created ongoing challenges for individual, families, workplaces and wider society about how to handle the distribution of paid work and non-paid caring responsibilities. The weekly work hours of couples increased from an average of 58 in 1976 to 65 hours in 2008 (Marshall 2009). Together with changing and diversifying family structures, this has altered gender roles, identities and relationships between men and women.

The increase in dual working couples and parental work time brings in increased attention to issues related to work life balance among policy makers, family service providers and general public. Societal and economic changes have also implications on other vital issues of identity, of equity; of life satisfaction; of connectedness with others, of provision and receiving care, of changing gender roles and relationships between men and women. The ongoing stress and change is leading to more dissatisfaction, more time off for illness and family reasons, more workers
who are thinking of leaving their current employers and providing lower ratings to their employers (Roger Sauve, People Patterns Consulting, 2009).

By taking a multi-dimensional approach, this study strives to identify the impact of the various respondent based variables on the work life balance in order to delineate the factors showing positive and negative impact on the work life balance.

The relevance of this research to policy makers, academicians and organizations is such that it is hoped that it would lead to dispelling myths of long hours of work culture as prevalent in the Indian IT sector. The need to promote a supportive work culture by organizations that would support integration of work and family lives of men and women. Non-work demands associated with family domain and social obligations, physical, mental refreshing leisure activities are also treated at par with work in order that work productivity, commitment and efficiency at workplace is positively enhanced.

1.7 STATEMENT OF THE PROBLEM

Indian IT and ITES industry has mapped India on a global landscape. This industry provides significant urban employment and is a vision of young and resilient India. It is this IT and ITES industry which has the ability to
fulfill the aspirations of many young Indian software professionals. However the ability of this industry to sustain its growth will depend upon its capability to integrate the needs of the international customers and aspirations of the Indian software professionals. With the present awareness of the demands in the work life and family life, the task of retaining and meeting the aspirations of Indian software professionals is complex and challenging. It is the call of the hour for organizations to design strategies for developing congenial work life balance. The present study is an effort to understand the patterns of work-life balance among the employees of IT companies in Chennai and suggest possible solutions to the existing issues.

1.8 SCOPE OF STUDY

The scope of study included understanding the patterns of the work life and family life of the middle management level of employees working in the various IT companies of the city of Chennai. A relationship was established between the various respondents’ variables and the antecedents of work life balance. The study further attempts to identify the various factors that influence the work-life balance of the respondents. The factors to be segregated on the basis of their positive or negative association to the overall work-life balance of the employees.
1.9 RESEARCH OBJECTIVES

- To examine the patterns of quality of work (professional) life and quality of family/social life as experienced by the employees of IT companies in the city of Chennai, India.
- To gauge any relationship that may exist between respondent based variables and the antecedents of work life balance.
- To identify the factors and dimensions influencing the work life balance of IT professionals.
- To evaluate the perception of IT employees with regard to the prioritization of various work life arrangements as expected from the organizations.
- To suggest strategies and policies that can be adopted at personal, organizational and governmental level to effect an improvement in the work-life balance of IT sector of employees.
- To suggest new vistas of research that can be impacted as a result of this present study.

1.10 NULL HYPOTHESES

Null Hypotheses were framed and tested based on the factors identified as a result of the factor analysis (Refer Chapter 5 section 5.4 page 225-226)
$H_0$ (1): There is no significant impact of work overload for an employee and his work life balance.

$H_0$ (2): There is no significant impact of compliant work culture of the organization and the work life balance of the individual employee.

$H_0$ (3): There is no significant impact of paucity of personal time of an employee and his work life balance.

$H_0$ (4): There is no significant impact of negative affectivity for an employee and his work life balance.

$H_0$ (5): There is no significant impact of implied organizational culture of the organization and work life balance of an employee.

$H_0$ (6): There is no significant impact of sleep snags for an employee and his work life balance.

$H_0$ (7): There is no significant impact of support from supervisors in the organization and work life balance of an employee.

$H_0$ (8): There is no significant impact of explicit work policies at work and work life balance of an employee.

$H_0$ (9): There is no significant impact of progressive work culture of the organization and work life balance of an employee.
H₀ (10): There is no significant impact of support from co-workers at work and work life balance of an employee.

H₀ (11): There is no significant impact of perfect workplace ambience and work life balance of an employee.

Following were the null hypotheses formulated and tested as a result of second order factor analysis. *(Refer Chapter 5 section 5.4 page 230-231)*

H₀ (12) = There is no significant impact of an employee’s professional sphere and his work life balance in the IT sector.

H₀ (13) = There is no significant impact of an employee’s personal sphere and his work life balance in the IT sector.

H₀ (14) = There is no significant impact of an employee’s social sphere and his work life balance in the IT sector.

1.11 RESEARCH DESIGN

The objectives set for the study were accomplished by administering the questionnaires to various IT companies in the city of Chennai. The design of the research was exploratory for the pilot study and later a descriptive and analytical research design was adopted. The hypotheses, questionnaire were formulated and the statistical tools of analysis were selected in accordance to the research problem. The suggestions of the study emerged.
from the inferences drawn from the sample survey of the opinions of respondents from IT companies in Chennai.

1.12 METHODOLOGY

In order to fulfill the objectives set out, a field study was undertaken. The field work was in the form of responses collected with help of a questionnaire from the middle management level employees of the various IT companies in the city of Chennai. A rigorous empirical analysis on the issue of work life balance was conducted to identify work related, family related and physical health related determinants of work life balance.

1.13 SAMPLING DESIGN

Renaissance Technologies Pvt. Ltd. (RTPL) located in Bangalore is a leading provider of business and consumer product information products and database marketing services. RTPL has the most comprehensive data in the IT industry and owns a proprietary database of IT companies across India. RPTL has a product itdatahouse.com which provides information about IT companies and IT executives in India. The researcher contacted the company to obtain the product itdatahouse.com consisting of database of IT companies in Chennai. According to the data obtained in January 2011, there were 469 IT companies located in the city of Chennai. Of the 469 companies about 19 of the companies were start-up units and hence
these companies were dropped from the population of IT companies in Chennai.

- **Population:** Population included 450 IT companies operating in the city of Chennai.

- **Sampling Element:** Individual respondents- IT professionals associated with the 450 IT companies in the city of Chennai. Professionals in the middle management level were included.

- **Sampling Technique:** A sample of 45 companies constituting 10 percent of the population was chosen. Proportionate stratified random sampling technique was employed and adequate representation was given to each of the companies located in the north, east, west and southern regions of Chennai city. Further, on the basis of judgment sampling the questionnaire was distributed to 15 middle management level employees in each of the 45 companies totaling to 675 respondents. 604 valid questionnaires were returned and thus the sample size for the study constituted of these 604 respondents.
The table 1.2 below shows the sample size zone-wise with approximately 10% of the sample companies identified from each of the four zones of the Chennai city.

**TABLE: 1.2**

**SAMPLE SIZE- ZONE-WISE**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Zones Identified</th>
<th>Population</th>
<th>Sample Size</th>
<th>% of Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>South Chennai</td>
<td>261</td>
<td>26</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Central Chennai</td>
<td>126</td>
<td>13</td>
<td>10.3</td>
</tr>
<tr>
<td>3</td>
<td>West Chennai</td>
<td>36</td>
<td>3</td>
<td>8.3</td>
</tr>
<tr>
<td>4</td>
<td>North Chennai</td>
<td>27</td>
<td>3</td>
<td>11.1</td>
</tr>
</tbody>
</table>

Source: Compiled by Researcher as per the data available from itdatahouse.com
The table 1.3 below further shows the percentage population distribution of the IT companies in Chennai.

**TABLE: 1.3**

**PERCENTAGE POPULATION OF CHENNAI ZONE-WISE DISTRIBUTION OF IT COMPANIES**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Zones Identified</th>
<th>Population</th>
<th>% Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>South Chennai</td>
<td>261</td>
<td>58</td>
</tr>
<tr>
<td>2</td>
<td>Central Chennai</td>
<td>126</td>
<td>28</td>
</tr>
<tr>
<td>3</td>
<td>West Chennai</td>
<td>36</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>North Chennai</td>
<td>27</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>450</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Compiled by Researcher as per the data available from itdatahouse.com*
The figure 1.2 depicts the percentage population distribution of IT Companies in Chennai, by a pie-chart.

FIGURE: 1.2

PERCENTAGE DISTRIBUTION OF IT COMPANIES CHENNAI ZONE-WISE-PIE CHART

Source: Compiled by the researcher as per the data available from Table 1.3

The locations of the IT parks/IT companies approximately in the various zones of Chennai have been mapped in the Chennai map as below (Figure: 1.3).
FIGURE: 1.3

LOCATION OF IT PARKS/IT COMPANIES IN CHENNAI-CHENNAI MAP

Source: Compiled and marked on the Chennai map by the researcher as per the IT companies information collected from Table: 1.2.
1.14 PERIOD OF STUDY

The research study was conducted during September 2009 to January 2012.

1.15 TOOLS OF DATA COLLECTION

The literature review on work life balance as studied in different countries with respect to different industrial sectors and different demographic variables echoes multiple antecedents to work life balance. Intrusion of work into private life for software professionals has a substantial impact on work-related attitudes. Work-life boundary variables affect trust in the organization which plays a mediating role in these variables relationship to job satisfaction and organizational commitment (Scholarios, D.; Marks, A. 2004). Work/life, in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life (Anil Kumar; Sandeep Krishnan 2005). The strain parameters as irritation, psychosomatic complaints, work related depressive moods and the work related stressors as overload, insecurity and number of hours worked all contribute towards work-family conflict(Nicola Jacobshagen; Fabienne T Amstad; Norbert K Semmer; Martin Kuster 2005). A study done on IT professionals in Malaysia (Guna Seelan Rethinam & Maimunah Ismail 2008)
discusses constructs of quality of work life as health and well-being, job security, job satisfaction, competency development and non-work life balance.

The Indian work and family environments being unique and traditional in nature. The researcher could not find a standardized scale to fit the Indian context. The study was conducted in two stages. Since no standardized instrument was suitable for the study, a self-designed in depth structured questionnaire was used in stage one. The instrument was tested among IT professionals and required suggestions were incorporated to develop the final questionnaire used in the final stage. This was followed by administering the developed structured questionnaire among the middle level IT professionals working in the city of Chennai, India.

Data was collected on a 5-point Likert scale ranging from 1 “strongly disagree” to 5 “strongly agree”. The items of the scale were prepared after thorough scanning of the relevant literature. During the literature review it was found that respondent variables as age, gender, marital status have an impact on the job satisfaction, likeness towards a job and physical well-being of an individual which in turn influence the work life balance of an employee. Further, the literature review also reflects the direct influence of these respondent variables as age, gender, marital status, IT sector experience etc. on work life balance of employees. Thus, the
statements of the questionnaire focused on the individual’s job environment, work culture of the organization, individual’s family and social life and an individual’s physical well-being.

1.16 SOURCES OF DATA COLLECTION

For the purpose of the present research both primary and secondary data were collected. The primary data were collected through the administration of structured questionnaire to the employees of IT companies in city of Chennai. The secondary data were collected from various company websites, IT industry reports, various knowledge based consultant reports, periodicals, books, academic journals, dailies and websites.

1.17 PILOT STUDY & PRE-TESTING

The researcher conducted a pilot study during the month of February 2011 on 70 IT professionals. Further, personal interviews were held with senior management of IT companies to understand the fabric of working in the IT companies. Based on the inputs obtained from the pilot study unsuitable and irrelevant questions were removed and relevant modifications were done to obtain the final questionnaire as necessary to bring out an educative framework.
1.18 STRUCTURE OF QUESTIONNAIRE

The survey instrument used is a structured questionnaire consisting of following IX parts:-

**Part I** relates to the demographic profile of the respondents.

**Part II is a section on “You and Your Job”**- This section focuses on understanding the respondents relations in his company with his teammates, supervisors, company’s ambience and general working environment.

**Part III is a section on “Work Culture of the Organization”**- This section focuses on the various aspects of the work culture prevalent in respondent’s organization.

**Part IV is a section on “Your Family and Social Life”** - This section highlights the various aspects of the respondent’s personal and social life.

**Part V is a section on “You and Your Feelings”**- This section consists of statements describing the different feelings and emotions as experienced by the IT employees.

**Part VI judges the overall Job Satisfaction** of the respondents.
Part VII is a section on “Overall Physical Health” – This section consists of statements relating to the physical health of the IT employees.

Part VIII judges the overall Work-Life Balance of the respondents.

Part IX judges the perception of the respondent’s priority of the possible solutions that may contribute to their work life balance.

1.19 TOOLS OF ANALYSIS

The collected data were edited, coded, classified and tabulated before analysis. At the initial stage of data analysis, the descriptive statistics was calculated. The selected antecedents for the study were Job Satisfaction; Likeness towards Job; Physical Health; and Overall Work life Balance. These antecedents were then cross tabulated on various respondent based variables as gender, age of respondents, marital status, type of family as joint or nuclear, experience in the IT sector, duration of association with the present organization and having a working or non-working spouse. This was followed by a bivariate test ANOVA. This was done as a confirmatory test to indicate that the chosen independent respondent variables (age, gender, marital status etc.) have an impact on the work life balance of the individuals. In the next phase of analysis a two stage factor analysis was run. In the first stage 11 factors were extracted which were
then put through second order of factor analysis to extract 3 dimensions that constitute the work life balance of an individual.

The researcher then attempted to establish the understanding of those areas which contribute to work life balance and segregate those that work against the work life balance. To evaluate this, multiple regression analysis was run at two levels of:

- Using Work Life balance as the dependent variable and the various extracted factors of factor analysis as the independent variables;
- Using Work Life balance as the dependent variable and the various dimensions as extracted from the second order of factor analysis as the independent variables;

In the last part of the analysis rank mean scores were calculated for the set of statements developed under part IX of the questionnaire. This was done to take a cursory view of acceptability of possible solution among the respondents. The statements were ranked by the respondents in order of their perception of priority given to a possible solution which was contributing to their work life balance.
The schema of study design has been summarized in the figure 1.4.

**FIGURE: 1.4**

**SCHEMA OF STUDY DESIGN**
1.20 LIMITATIONS OF THE STUDY

- Given the busy work schedules of the IT sector employees, the researcher had difficulties in getting the quick responses to the mailed questionnaire from the respondents. Repeated reminders had to be sent to get the responses to the questionnaire.

- The subject of the study relates only to one industrial sector i.e. the employees of IT companies and various parameters are confined to this industrial sector alone. Thus, this study cannot be applied to the other industrial sectors.

- The analysis is based on data collected and the study is time bound and may not hold true forever.

1.21 PROFILE OF THE STUDY AREA

The study area for this project was Chennai. Chennaiformerly known as Madras or Madarasapatinam is the capital city of the Indian state of Tamil Nadu, located on the Coromandel Coast off the Bay of Bengal. Chennai is the fourth most populous metropolitan area and the fifth most populous city in India. Chennai had a population of 4.34 million in the 2001 census within the area administered by the Corporation of Chennai and an extended metropolitan population of 6.5 million. The urban agglomeration
of metropolitan Chennai has an estimated population over 8.2 million people\(^8\).

Chennai's economy has a broad industrial base in the automobile, computer, technology, hardware manufacturing and healthcare industries. The city is India's second largest exporter of software, information technology (IT) and information-technology-enabled services (ITES)\(^9\). A major chunk of India's automobile manufacturing industry is based in and around the city. Chennai Zone contributes 39 per cent of the State's GDP. Chennai accounts for 30% of the country's automotive exports and 40% of the auto components. Chennai is an important center for Carnatic music and hosts a large cultural event, the annual Madras Music Season, which includes performances by hundreds of artists. The city has a vibrant theatre scene and is an important center for the BharataNatyam, a classical dance form. The Tamil film industry, currently the second largest film industry in India, is based in Chennai.

According to Forbes\(^{10}\) magazine, Chennai is one of the fastest growing cities in the world\(^{11}\). According to the Confederation of Indian Industry

\(^8\)"The Major Cities and Agglomerations of the World – Overview". Citypopulation.de. as accessed on 3 March 2009.


\(^{10}\)Forbes is an American publishing and media company. Its flagship publication, the Forbes magazine, is published biweekly.
(CII)\(^{12}\), Chennai is estimated to grow to a $100-billion economy, 2.5 times its present size, by the year 2025\(^{13}\).

Many software and software services companies have development centers in Chennai, which contributed 14% of India's total software exports of Rs.144,214 crores during 2006–07, making it the second-largest exporter, by city, of software in the country, behind Bangalore. The Tidel Park\(^{14}\) in Chennai is Asia's largest IT park.\(^{15}\) Major software companies have their offices set up here, with some of them making Chennai their largest base\(^{16}\).

According to the provisional population results of 2011, Chennai city has a population of 4,681,087,\(^{17}\) with a density of 26,903, making it one of the most densely populated cities in the world. The population of the


\(^{12}\)The CII is a non-government, not-for-profit, industry-led and industry-managed organization, seeking to play a proactive role in India's development process. The organization works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes. The confederation is headquartered in New Delhi, India.

\(^{13}\)"Seminar to focus on Chennai’s growth potential". The Hindu Business Line. 21 August 2008.

\(^{14}\)TIDEL Park is an Information Technology (IT) park developed by TIDEL Park Ltd, and situated in the city of Chennai, India. It is the largest IT park in Asia. It was set up on July 4, 2000, to foster the growth of Information Technology in the state of Tamil Nadu by the TIDEL Park Ltd., a joint venture of TIDCO and ELCOT both South Indian Public sector undertakings.

\(^{15}\)"Work ethics: How Indian cities fare". Rediff. As accessed on August 2011.

\(^{16}\)"Chennai emerging as India's Silicon Valley?". The Economic Times. 1 May 2008.

\(^{17}\)"Tamil Nadu district wise population". Tamil Nadu census website. Retrieved 5 April 2011.
metropolitan area is estimated to be more than 9.24 million\textsuperscript{18}. The average literacy rate rose from 85.33\% in 2001 to 90.33\% in 2011\textsuperscript{19} much higher than the national average of 64.5\%.

1.21 OPERATIONAL DEFINITIONS

- **Work**: Work is defined as a physical or mental activity directed towards the production or accomplishments of something. It can be classified as a job, employment, a trade, a profession or any other means of livelihood.

- **Family**: A basic social unit consisting of parents and their children whether dwelling together or not is termed as a family. In a traditional family the parents as well the children share the same goals and values and have a long-term commitment to each other. When the either the grandparents, uncles and aunts also live in the same unit, it is termed as an extended family.

- **Single-Parent Family**: A social unit consisting of one or more adults together with the children they care for is termed as a single parent family.

- **Information Technology (IT)**: IT refers to anything related to computing technology such as networking, hardware, software, the


internet or the people that work with these technologies. Many companies now have IT departments for managing the computers, networks and other technical areas of their businesses. IT jobs include computer programming, network administration, computer engineering, web development, technical support and many other related occupations.

- **IT Professionals:** The individuals working in the various areas relating to information technology are termed as IT professionals.

- **Work-Life Balance:** Work Life balance is a broad concept including proper prioritizing between “work” (career and ambition) on the one side and “life” (health, pleasure, leisure, family and spiritual development) on the other side.

- **Independent Variables:** The independent variable is typically the variable representing the value being manipulated or changed and the dependent variable is the observed result of the independent variable. In this study the respondent (IT professionals) variables as age, marital status, gender etc. of the IT professionals are the independent variables whose effect has been studied on the dependent variable – the overall work-life balance.

- **Antecedents:** Anything that goes before and indicates the approach of something else is defined as a precursor. In this study, the review of literature reflects the precursors as job satisfaction, likeness towards
job and physical well-being of an individual have an influence on the overall work life balance of the individual.

- **Job Satisfaction**: Job Satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job design aims to enhance job satisfaction and performance. The job design methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is an important attribute that is frequently measured by the organizations.

- **Organizational Commitment**: Organizational Commitment in the fields of Organizational Behaviour is related to an employee’s psychological attachment to the organization. It can be contrasted with other work related attitudes as employee’s feelings about their job and organizational identification. It is the degree to which an employee experiences a ‘sense of oneness’ with their organization.

- **Psychosomatic Condition**: When a condition is psychosomatic, it means that it involves both the mind and the body. A psychosomatic illness originates with emotional stress or damaging thought patterns and progresses with physical symptoms, usually when a person’s immune system is compromised due to stress. Psychosomatic
disorders develop when a stressful life event occurs. Different people may be affected in various ways by the same stressors. For example, one person may respond with some heart disease, another may just get a high blood pressure and yet another individual may respond with a stroke.

• **Professional Life Sphere:** The professional life sphere of an individual is defined as his life related to his job or work activities.

• **Social Life Sphere:** The social life sphere of an individual relates to his life as lived with his friends, family and community. This life sphere is said to be fulfilling when an individual is able to enjoy the small pleasures of life as spending time with family and friends.

• **Physical Health Life Sphere:** The physical health life sphere of an individual is his physical health and is said to be good when an individual does not suffer from chronic diseases as high blood pressure, cardiac problems and constant fever.
1.22 ORGANIZATION OF THE STUDY - The Chapter Scheme

This research study is divided into the following 6 chapters

Chapter 1 captioned “Introduction and Design of the Study” introduces the subject undertaken for research, the rationale of the study, the significance of the study, the problem to be investigated, the scope of the study, the objectives of the study, hypotheses framed for the study, the research design, methodology adopted for study, sampling design, the period of study, sources of data collection, field work, structure of questionnaire, tools employed for statistical analysis of data, highlights of the study area and finally the organization of the study.

Chapter 2 captioned “Review of Related Literature” sketches the findings and interpretations of various research theses, research papers, reports, projects and studies related to the causal factors of work life balance outcomes and solutions.

Chapter 3 captioned “Work Life Balance – An Overview” discusses the paradigm shift in the work place dynamics. It further details the concerns of career and families as dealt by organizations internationally.
Chapter 4 captioned “Analysis of the Work Life Balance with respect to Personal Variables” details the descriptive statistics of the compiled data. Further, a cross analysis of the work life balance with respect to respondents’ personal variables has been conducted.

Chapter 5 captioned “Analysis of the Work Life Balance with respect to Other Variables” details bivariate test ANOVA, factor analysis and regression analysis done on the compiled data.

Chapter 6 titled “Summary of Findings, Suggestions and Conclusions” consolidates the major findings of the present study and suggests the various measures for addressing the core inadequacies in work, home and personal health leading to work life imbalance and conclusions drawn there from. This chapter also includes scope of future research direction.