CHAPTER-I

1.1 INTRODUCTION

“Life is like riding a bicycle; to keep our balance we must keep moving” said the great scientist Albert Einstein. While riding a bicycle if there is an imbalance and if the rider is unable to control he may fall down. This is true in the case of all the employees who are struggling with work-life balance issues in their livelihood. Over the past few decades, a dramatic change had occurred in the labour market and demographic profiles of employees. Families shifted from the traditional male ‘breadwinner’ role to dual-earner couples and single parent families. Relative to the working environment, organizations are demanding an increase in employee flexibility and productivity. The traditional “job for life” has changed into an economic environment of instability and job uncertainty. Workers’ perspectives and expectations have also changed towards work. New orientations towards life-long learning, personal and career development, and an increased awareness and need for a balance between work and life have affected organizations through incentivizing the introduction of policies such as flexible working, leave amenities and wellness programs etc. As a result of these demographic, employment and organizational trends, both men and women have experienced an increase in demands from the family and work domains.

Work-life balance is a broad and complex phenomenon. In general work life balance refers to the effective management of multiple responsibilities at work, at home and in the other aspects of life. It is an important issue for both the organizations and employees. In the current economic scenario, organizations are hard pressed for higher productivity and need employees with improved work-life balance as an employee with better work life balance will contribute more dramatically towards the organization growth and success.

The rapid growth of technology and its extensive use in business and industry has increased the competition manifold among organizations across the globe, and the worker of the 21st century is facing more challenges as compared to his/her predecessors. These compelling forces in the organizations are continuously reshaping the business strategies, restructuring the hierarchy, re-engineering business processes, and altering managerial
practices, thereby, forcing the organizations to adapt innovative business models with their unique blend of technology. Further the technological and structural changes in the organizations blurred the boundaries of traditional departments, modified the roles and responsibilities of employees and affected work-team relationships. These changes have also produced many other types of pressures in the organizations and have resulted in the form of job stress, job dissatisfaction, employee burnout and other related issues of employee motivation, behavior, and performance. All these issues related job stress are directly or indirectly affect the household matters of the employees.

Hence one has to integrate both work and family concerns for the quality life, since work and family are the two important areas in a person’s life. Work life balance is about the interaction between the paid work and other personal activities. Work life balance is not merely allocating equal amount of time to both paid work and personal life but it is the quality of time that one spent for both aspects.

Fig-1.1: Work-life concerns
1.2 DEFINITION OF WORK LIFE BALANCE:

Maintaining a balance between one's personal and professional life has become a prominent topic in the society over a few decades. 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 (Newman & Matthews, 1999)[1]. Later on definition of work life balance changes from person to person. Although definitions and explanations vary, work/life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life. The study of work/life balance involves the examination of people’s ability to manage simultaneously the multi-faceted demands of life.

Greenhaus and Beutell (1985) stated the balance of work and life is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. [2]

Clark (2000) defined it as “satisfaction and good functioning at work and at home with a minimum of role conflict”. [3]

Bailyn et al. (2001) defined work/life balance as “harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains in which they play out their life roles”. [4]


Lockwood (2003) defined 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”. From Employer’s viewpoint-“It is the challenge of creating a supportive company culture where employees can focus on their jobs while at work”. [6]
Duxbury (2004) defined work life balance as involving three things: ‘Role overload, work to family interference and family to work interference’. Role overload is having too much to do in the amount of time one has to do it in. Thus, it leads to the feeling of stress, fatigue and time crunch. Work to family interference occurs when work demands and responsibilities make it more difficult for an employee to fulfill family role responsibilities. Family to work interference occurs when family demands and responsibilities make it more difficult for an employee to fulfill work role responsibilities. [7]

Hudson (2005) defined the work/life balance, in its broadest sense, as “a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life”. [8]

Balmforth & Gardner (2006) defined work life balance as “the absence of conflict between work and family or personal roles”. [9]

Swamy (2007) defined work life balance as “a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work”. It enables them to reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. [10]

Dundas (2008) discussed that work-life balance is about “effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation”. [11]

Emslie and Hunt (2009) argued that “work–life balance defined as ‘satisfaction and good functioning at work and at home, with a minimum of role conflict’. [12]

Felstead et al (2010) defined “Work life balance as refers to the ability of individuals, regardless of age/gender, to find a rhythm that will allow them to combine their work with their non-work responsibilities, activities, and aspirations.” [13]
1.3 CAUSES AND CONSEQUENCES OF WORK LIFE BALANCE:

Work-life balance is an issue because of the significant changes taking place in multiple dimensions. Figure-1.2 reveals these changes into five different segments.

![Diagram showing segments of changes]

**Fig-1.2: Segments of changes**

i) Demographic Changes (Dual-earner, Single parent families, sandwich generation, aging workforce etc.,)

ii) Organizational Changes (Increased work load, flexibility, multi-tasking, tele-work etc.,)

iii) Economic changes (Globalization, Knowledge based economy, Labour shortage etc)

iv) Employment changes (Part time and contingent workers, self-employed and sub-contracting workers etc.,)

v) Social and Institutional Changes (Deinstitutionalization of health care, increased demand on families, difficult to care for children and elders etc.,)
As WLB is a critical issue for men and women in the modern society, an in-depth understanding of the issue is not only desirable but also necessary. **Dr. Anup Kumar Singh et al.,** proposed a model of causes and consequences of WLB. There are a host of drivers responsible for WLB. They are societal, organizational and individual in nature. Societal drivers play an important role in creating variations in WLB. Organizational drivers regulate the behaviour of people, thus creating structures and choices for WLB. Finally, individual drivers are major factors of WLB for people. [14]

![Fig-1.3: Drivers responsible for WLB](image-url)
1.4 WORK-FAMILY CONFLICTS:

Every individual has to perform multiple roles both at work and family. Conflicts arise when an individual is unable to cope up with conflicts, while performing the multiple roles in personal life (household work, childcare, eldercare, spouse etc.,) and work life (long working hours, relation with supervisors, coworkers, working conditions etc.,).

Work-family conflicts by empirically representing that the work and family interface are bi-directional, meaning that work interferes with family, and family interferes with work. Conflict can originate in the workplace and subsequently work interferes with personal life, and conflict can originate in personal life and interfere with work.

**Work to family conflicts (Work interference with family)** occurs when work related activities spill over or interfere with family responsibilities. These can be originated because of the following reasons.

- Work overload
- Interpersonal conflicts
- Unsupportive supervisors and co-workers
- Inflexible work schedules
- Job insecurity
- Job related travels
- Poor working conditions etc.

**Family to work conflicts (Family interference with work)** arises when family-role responsibilities spill over or impede work activities. These can be originated because of the following reasons.

- Un supportive family members
- Conflicts among family members
- Number of dependents
- Child care and elder care issues
- Culture issues
- Physical condition of family etc.
1.5 EFFECTS OF WORK LIFE IMBALANCE:

The increase in demand from work culture and family leads to work family conflict which leads to work life imbalance. Increased in working hours is having an important effect on the lifestyle of a huge number of employees, which damages their health and mental well-being. Work life imbalance and unstable life style leads to many stress related illness such as poor health, obesity, high blood pressure, heart disease, alcohol and drug abuse and dysfunctional relationships. The inability to balance the conflicts from work and family are connected to

- Reduced work performance
- Increased absenteeism
- Lower commitment
- Poor morale
- Exhaustion
- Depression
- Substance addiction
- Mental and physical fatigue etc.,

1.6 IMPORTANCE OF WORK-LIFE BALANCE:

* Importance to the Employees:

i. The work life balance helps the employees in improving relationships with family and friends.

ii. The employees will enjoy better physical and mental health by managing their work life properly.

iii. Through proper work life balance employees can get more leisure time for themselves and thus they can upgrade their knowledge.
Importance to the organization:

a. A diverse and talented workforce can be attracted thorough flexible working hours which is the main technique of work life balance.
b. There will be increase in the productivity as employees are more fit both physically and mentally because of proper work life balance.
c. The labor turnover ratio will be less if the organization provides work life balance schemes.
d. The organization can attain good image in the mind of its competitors.
e. There are more chances of growth and expansion because of work life balance.

1.7 STRESS AND JOB STRESS:

1.7.1 Stress

In the present scenario, it is a known fact that the essential thing for an organization is growth and survival that leads to get stress among individual and group of individuals in an organization. Stress is a complex term for an ordinary man. But it has different meaning at different disciplines. In the domain of Engineering, it implies an inbuilt capacity to resist; in Physics, it is a force which applies and acts on a body to create strain; in Physiology, it refers to the change in the bodily processes in response to the factors causing strain; in Psychology, it refers to a state of life form resulting from some dealings with the atmosphere; in Psycho-Physiology, it is that encouragement which imposes detectable strain that cannot be easily accommodated by the body and so presents itself as an impaired health or behaviour.

Hans Selye (1956) defined Stress as, “the nonspecific response of the body to any demands made upon it”. The above statement demands physical, psychological and/or behavioural demands upon a person. Hence, it is very clear that stress is an adaptive reaction to an external situation and the same affects the health and performance of individuals. [15]
McGrath (1970) defined stress as “a perceived imbalance between demand and response capacity under conditions where failure to meet demand has important consequences”. [16]

Ryhal and Singh (1996) stated that “stress is the state of an organism perceived that its well-being is endangered and that it must direct all its energies to its protection”. [17]

Another definition given by Stephen Robbins (1999) stress has been stated as “a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he / she desires and for which the outcome is perceived to be both uncertain and important.” [81]

According to Oxford dictionary, “stress is a mental or emotional strain resulting from adverse circumstances”. Stress has emotional and physical effects on everyone and it can be the cause of positive and negative results among the people. Every one of us may feel aggravated or possess difficulty in paying attention either at work spot or in house. A kind of stress that can help you to get things done is known as eustress or good stress. This kind of stress can force us to go for action; it may result in getting a new awareness and an exciting new perspective. But on the other hand bad stress may rise if the stressful feelings keep going at the time of over time. This kind of stress do not help and it may generally make us to get sick and lead us to get health wise problems like headaches, stomach upset, ulcers, high blood, pressure, heart disease and stroke.

The sources of stress named ‘Stressors’ are classified into four major groups such as, (i) Environmental stressors like speedy industrial changes, family compulsions and burdens, economic and financial conditions, race, social order, class, and cultural identity (ii) Organizational Stressors such as policies, composition of organization and design, working processes and circumstances, organizational changes, over work load, crowded work spot, noise, heat, pollution and poor lights
(iii) Group stressors such as lack of togetherness, social support and interpersonal and intergroup disagreement (iv) Individual stressors like role inconsistency and vagueness, personality qualities and changes in occupation and life.

1.7.2 Job Stress

Job related stress or occupational stress is stress involving work. Job stress can be defined as “the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker” (NIOHS, USA). As employees deal with issues arising from lack of managerial support, poor conditions at the work place, job insecurity, inequitable pay, job dissatisfaction, and lack of freedom at the workplace, organizations focus on strategies to deal with these dimensions. If these dimensions are not dealt with using appropriate interventions it could negatively impact individual, organizational performance and in turn the bottom line.

Das et al. (2003) classified that job stressors into 6 categories: role stressors, career development, relationship with each others, physical environment, work-family conflict, organizational structure and job characteristics [19], while Antoniou et al. (2006) identified that sources of occupational stress can be divided to 2 groups: (i) Exogenous stress concerning with working condition, workload, lack of teamwork and (ii) Endogenous stress concerning with individuals personality traits[20]. Exclusion of stress permanently is not probable but controlling influencing factors lead to better performance in the work place. Hence the study of occupational stress is very essential to identify the optimum level of stress for better performance.
1.8 WORK LIFE BALANCE AND JOB STRESS:

In Indian context, the concern over work-life balance and Stress management is gradually becoming a common talk especially when it comes to job satisfaction for employees. Work life balance is a state of balance in which the demand of both professional and personal life is equal. Each role having different set of demands and when such role demands overlap, multiple problems are faced and it creates a lot of stress. People use the term stress to describe the feeling, when it all seems too much, when they are overloaded and don’t feel that they are able to meet all the demands and challenges placed upon them. The causes of stress are known as stressors and there are exactly hundreds of different types of stressors. Any event in life that a person finds threatening, difficult to cope with or causes excess pressure can be a potential cause of stress. Stress related problem reduces productivity and morale. On the other hand if there is no job satisfaction for employees it causes heavy stress and that results work life imbalance. Past studies (Human Solutions™ Report | 2006–07 by Craig Thompson, 2006) revealed that workers who have experienced difficulties in balancing work and personal life also are likely to report chronic job stress, compared with those experiencing no change or a reduction in work-life balance difficulties [21]. Helping employees to manage stress levels and maintain work-life balance can efficiently reduce
absenteeism, lack of satisfaction and staff turnover, and prevent other serious and harmful problems in the long run. In designing the stress and work life policies employer should think that the commitment of employees can make the difference between those companies which compete at the marketplace and those which cannot. A balanced life for the employee is one where they extend their energy and effort between key areas of importance.

1.9 INFORMATION TECHNOLOGY IN INDIA:

Information technology (IT) industry in India has played a vital role in placing India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. 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 information technology (IT) and IT enabled services (ITES) industry has been one of the key driving forces fuelling India's economic growth. The industry has not only transformed India's image on the global platform, but also fuelled economic growth by energizing the higher education sector (especially in engineering and computer science). It has employed almost 10 million Indians and hence, has contributed a lot to social transformation in the country. Furthermore, Indian firms, across all other sectors, largely depend on the IT & ITES service providers to make their business processes efficient and streamlined. The Indian manufacturing sector has the highest IT spending followed by automotive, chemicals and consumer products industries. Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether it is paying different bills or filing Income Tax returns or applying for passports online or railway e-ticketing it just needs few clicks of the mouse. India’s IT potential is on a steady march towards global competitiveness,
improving defense capabilities and meeting up energy and environmental challenges amongst others.

1.9.1 Origin:

The origin of IT industry in India can be traced to 1974, when the mainframe manufacturer, Burroughs, asked its India sales agent, Tata Consultancy Services (TCS), to export programmers for installing system software for a U.S. client. IT industry originated under unfavorable conditions. Local markets were absent and government policy toward private enterprise was hostile. The industry was begun by Bombay-based conglomerates which entered the business by supplying programmers to global IT firms located overseas. During that time Indian economy was state-controlled and the state remained hostile to the software industry through the 1970s. Import tariffs were high (135% on hardware and 100% on software) and software was not considered an "industry", so that exporters were ineligible for bank finance. Government policy towards IT sector changed when Rajiv Gandhi became Prime Minister in 1984. His New Computer Policy (NCP-1984) consisted of a package of reduced import tariffs on hardware and software (reduced to 60%), recognition of software exports as a "de-licensed industry", i.e., henceforth eligible for bank finance and freed from license-permit, permission for foreign firms to set up wholly-owned, export-dedicated units and a project to setup a chain of software parks that would offer infrastructure at below-market costs. These policies laid the foundation for the development of a world-class IT industry in India.

1.9.2 Strength:

India is the world's largest sourcing destination for the information technology (IT) industry, accounting for approximately 67 per cent of the US$ 124-130 billion market. The industry employs about 10 million workforce. India's cost competitiveness in providing IT services, which is approximately 3-4 times cheaper than the US, continues to be the mainstay of its unique selling proposition (USP) in the global sourcing market. However, India is also gaining prominence in terms of intellectual capital with several global IT firms setting up their innovation centres in India. The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science. The Indian IT and
ITES industry is divided into four major segments – IT services, Business Process Management (BPM), software products and engineering services, and hardware. The IT-BPM sector in India grew at a Compound Annual Growth rate (CAGR) of 15 per cent over 2010-15, which is 3-4 times higher than the global IT-BPM spend, and is estimated to expand at a CAGR of 9.5 per cent to US$ 300 billion by 2020. [22]

According to NASSCOM, the IT sector aggregated revenues of US$100 billion in 2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%. and this is expected to increase to US$225 billion by 2020. The most prominent IT hub is IT capital Bangalore. The other emerging destinations are Chennai, Hyderabad, Mumbai, Pune, NCR and Kolkata. Bangalore is considered to be the Silicon Valley of India because it is the leading IT exporter. Exports dominate the industry and constitute about 77% of the total industry revenue. However, the domestic market is also significant with a robust revenue growth. The industry’s share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 48% in FY2015. According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Cognizant, Wipro and HCL Technologies. [22]
### 1.9.3 Major IT Hubs in INDIA

<table>
<thead>
<tr>
<th>Rank</th>
<th>Place</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bangaluru</td>
<td>Popularly known as the Silicon Valley of India and leading software exporter from India. Bangalore is considered to be a global information technology hub of India.</td>
</tr>
<tr>
<td>2</td>
<td>Chennai</td>
<td>Chennai is the second largest exporter of IT and ITES of India, and is the BPO hub of India. Chennai has the largest operations centers of TCS, and Cognizant</td>
</tr>
<tr>
<td>3</td>
<td>Hyderabad</td>
<td>Hyderabad is a major IT hub in India which is also known as Cyber bad which consists of many Multinational corporation companies such as Google, Facebook, Microsoft, Amazon, Oracle and Electronic Arts, AT&amp;T, Deloitte etc..</td>
</tr>
<tr>
<td>4</td>
<td>Mumbai</td>
<td>The Financial capital of India, but recently many IT companies have established offices.</td>
</tr>
<tr>
<td>5</td>
<td>Delhi</td>
<td>The National Capital Region comprising Delhi, Gurgaon and Noida are clusters of software development.</td>
</tr>
<tr>
<td>6</td>
<td>Pune</td>
<td>Major Indian and International Firms present in Pune. Pune is also C-DAC headquarters.</td>
</tr>
<tr>
<td>7</td>
<td>Kolkata</td>
<td>The city is a major back-end operational hub for IBM, Deloitte.</td>
</tr>
<tr>
<td>8</td>
<td>Bhubaneswar</td>
<td>The capital city Orissa, an emerging IT and education hub, is one of India's fastest developing cities.</td>
</tr>
<tr>
<td>9</td>
<td>Thiruvananthapuram</td>
<td>The capital of Kerala, now houses all major IT companies including Oracle, TCS, Infosys, and contributes in IT</td>
</tr>
</tbody>
</table>
1.9.4 Market Size:

India, the fourth largest base for new businesses in the world and home to over 3,100 tech start-ups, is set to increase its base to 11,500 tech start-ups by 2020, as per a report by NASSCOM. India’s internet economy is expected to touch Rs 10 trillion (US$ 151.6 billion) by 2018, accounting for 5 per cent of the country’s gross domestic product (GDP), according to a report by the Boston Consulting Group (BCG) and Internet and Mobile Association of India (IAMAI). India’s internet user base reached over 350 million by June 2015, the third largest in the world, while the number of social media users grew to 143 million by April 2015 and smartphones grew to 160 million. Public cloud services revenue in India is expected to reach US$ 838 million in 2015, growing by 33 per cent year-on-year (y-o-y), as per a report by Gartner Inc. In yet another Gartner report, the public cloud market alone in the country was estimated to treble to US$ 1.9 billion by 2018 from US$ 638 million in 2014. Increased penetration of internet (including in rural areas) and rapid emergence of e-commerce are the main drivers for continued growth of data centre co-location and hosting market in India.

1.9.5 Investments:

Indian IT’s core competencies and strengths have attracted significant investments from major countries. The computer software and hardware sector in India attracted cumulative foreign direct investment (FDI) inflows worth US$ 17.575 billion between April 2000 and May 2015, according to data released by the Department of Industrial Policy and Promotion (DIPP). The private equity (PE) deals increased the number of mergers and acquisitions (M&A) especially in the e-commerce space in 2014. The IT space, including e-commerce, witnessed 240 deals worth US$ 3.8 billion in 2014, as per data from Dealogic.

India also saw a ten-fold increase in the venture funding that went into internet companies in 2014 as compared to 2013. More than 800 internet start-ups got funding in 2014 as compared to 200 in 2012, said Rajan Anandan, Managing Director, Google India Pvt Ltd and Chairman, IAMA.
About 554 start-ups received funding in 2015 compared to 342 during 2014. Seed and venture capital funds made investments worth US$ 3.4 billion in the year 2015, three times the investment made in 2014. VC funding to the IT/ITes sector amounted to 55 per cent of total VC funding made in the year 2015.

Most large technology companies looking to expand have so far focused primarily on bigger enterprises, but a report from market research firm Zinnov highlighted that the small and medium businesses will present a lucrative opportunity worth US$ 11.6 billion in 2015, which is expected to grow to US$ 25.8 billion in 2020. Moreover, India has nearly 51 million such businesses of which 12 million have a high degree of technology influence and are looking to adopt newer IT products, as per the report.

Some of the major developments in the Indian IT and ITes sector are as follows:

- A recent study by research firm International Data Corporation (IDC) suggests that India may soon be able to catch up with the global technology trends that have disrupted enterprises, industry and the way consumers behave and transact.

- Wipro has won a US$ 400 million, multi-year IT infrastructure management contract from Swiss engineering giant ABB, making it the largest deal for the technology company.

- Reliance is building a 650,000 square feet (sq ft) data centre in India—its 10th data centre in the country—with a combined capacity of about 1 million sq ft and an overall investment of US$ 200 million.

- Intel Corp plans to invest about US$ 62 million in 16 technology companies, working on wearable, data analytics and the Internet of Things (IoT), in 2015 through its investment arm Intel Capital. The Indian IoT industry is expected be worth US$ 15 billion and to connect 28 billion devices to the internet by 2020.

- Wipro announced in July its plan to acquire Designit, a global strategic design firm from Denmark for US$ 94 million.
- Maharashtra government has received a proposal worth Rs 4,500 crore (US$ 682 million) investment from global investment and advisory firm Blackstone. The proposed investment will be made at various places like IT parks in Pune, Central Mumbai, among others.

- Indian e-commerce industry is expected to grow at a CAGR of 35 per cent to reach US$ 100 billion size in the next five years, as per a study by Assocham-PricewaterhouseCoopers. [22]

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**Fig-1.5: IT Industry Contribution**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP Share</td>
<td>Highest relative share in national GDP</td>
<td>9.5%</td>
</tr>
<tr>
<td>Employees</td>
<td>Largest private sector employer</td>
<td>3.5 mn</td>
</tr>
<tr>
<td>Diversity</td>
<td>Ardent promoter of diversity</td>
<td>&gt;1.2 mn Women</td>
</tr>
<tr>
<td>Exports</td>
<td>Largest share in total services exports</td>
<td>&gt;38%</td>
</tr>
<tr>
<td>Market Share</td>
<td>Leading global sourcing destination</td>
<td>55%</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>4th Largest startup hub in the world</td>
<td>3,100+</td>
</tr>
<tr>
<td>Investments</td>
<td>Magnet for PE/VC investments</td>
<td>53% USD 8 billion</td>
</tr>
</tbody>
</table>

Source: NASSCOM
1.9.6 Government Initiatives

Some of the major initiatives taken by the government to promote IT and ITeS sector in India are as follows:

- The Government of India has launched the Digital India program to provide several government services to the people using IT and to integrate the government departments and the people of India. The adoption of key technologies across sectors spurred by the 'Digital India Initiative' could help boost India's gross domestic product (GDP) by US$ 550 billion to US$ 1 trillion by 2025, as per research firm McKinsey.

- India and the United States (US) have agreed to jointly explore opportunities for collaboration on implementing India's ambitious Rs 1.13 trillion (US$ 18.22 billion) ‘Digital India Initiative’. The two sides also agreed to hold the US-India Information and Communication Technology (ICT) Working Group in India later this year.

- Union Human Resource Development Minister Mrs Smriti Irani has launched the National Web Portal for promotion of National Apprenticeship Scheme for graduates, diploma holders and 10+2 pass-outs vocational certificate holders, with a view to bridge the gap between the students and the industry.

- The Government of Telangana has begun construction of a technology incubator in Hyderabad—dubbed T-Hub—to reposition the city as a technology destination. The state government is initially investing Rs 35 crore (US$ 5.3 million) to set up a 60,000 sq ft space, labelled the largest start-up incubator in the county, at the campus of International Institute of Information Technology-Hyderabad (IIIT-H). Once completed, the project is proposed to be the world’s biggest start-up incubator housing 1,000 start-ups.

- Bengaluru has received US$ 2.6 billion in venture capital (VC) investments in 2014, making it the fifth largest recipient globally during the year, an indication of the
growing vibrancy of its startup ecosystem. Among countries, India received the third highest VC funding worth US$ 4.6 billion. [22]

1.9.7 Road Ahead

India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. Social, mobility, analytics and cloud (SMAC) are collectively expected to offer a US$ 1 trillion opportunity. Cloud represents the largest opportunity under SMAC, increasing at a CAGR of approximately 30 per cent to around US$ 650-700 billion by 2020. The social media is the second most lucrative segment for IT firms, offering a US$ 250 billion market opportunity by 2020. The Indian e-commerce segment is US$ 12 billion in size and is witnessing strong growth and thereby offers another attractive avenue for IT companies to develop products and services to cater to the high growth consumer segment.

1.9.8 Future of Indian IT industry:

The Indian IT sector persists to be one of the flourishing sectors of Indian financial system indicating a speedy expansion in the coming years. As per NASSCOM, the Indian IT exports are anticipated to attain US$ 175 billion by 2020 out of which the domestic sector will account for US$ 50 billion in earnings. In total the export and domestic IT sector are expected to attain profits amounting to US$ 225 billion along with new prospects from BRIC nations and Japan for its outsourcing operations.[22]
### SWOT Analysis

#### Strength
- Highly skilled, English-speaking workforce
- Abundant manpower
- Cheaper workforce than Western counterparts. According to NASSCOM, the wage difference is as high as 70-80 percent when compared to their Western counterparts.
- Lower attrition rates than in the West.
- Dedicated workforce aiming at making a long-term career in the field.
- Round-the-clock advantage for Western companies due to the huge time difference.
- Lower response time with efficient and effective service.
- Operational excellence
- Conducive business environment

#### Weakness
- Rise in the level of attrition rates among IT and ITES workers.
- The cost of telecom and network infrastructure is much higher in India than in the US.
- Manpower shortage
- Marketing problem
- Cultural difference
- Legal lacuna
- Local infrastructure
- Political opposition from developed countries

#### Opportunities

#### Threats
- Greater scope for product innovation
- Indian ITES companies should work closely with Western governments and assuage their concerns and issues.
- India can be branded as a quality ITES destination rather than a low-cost destination.
- Market potential

- Global economic slowdown may continue for several years – hence low IT spending globally
- US Government against outsourcing, shrinking margin due to rising wage inflation
- Rupee-dollar movement affects revenue and hence margins
- Increased competition from foreign companies like Accenture, IBM etc and low wage countries like China, Indonesia and others.

1.10 ORGANIZATION OF THE THESIS:

The thesis is divided into seven chapters.

Chapter-1: Introduction

Overview of work life balance issues and job stress are given in this chapter to understand the significance of WLB for software professionals.

Chapter-II: Review of Literature & Research Methodology

This chapter includes review of literature, research problem, questions, need for the study, statement of the problem, objectives of the study, hypotheses, methodology, data collection, and statistical tools along with scope and limitations of the study.

Chapter-III: The association between Job stress and Work life balance

Job stress and work life balance connection is studied with respect to demographic profile of software professionals and also strength of association is measured between job stress and WLB factors.

Chapter-IV: The analysis of Work-Family-Work factors among software professionals
This chapter deals with the hypotheses testing of work-family factors and demographics of software employees. Every hypothesis is tested carefully by applying appropriate statistical tools like chi-square; paired t-test, correlation, ANOVA, and linear regression analysis to arrive at accept or reject decision outcomes.

**Chapter-V: The causative factors of Job stress**

This chapter deals with factor analysis to identify the causative factors of job stress of software professionals and hypothesis testing of demographic profiles with respect to job stress factors. The stressors and their impact on WLB are subject matter of this chapter.

**Chapter-VI: WLB Initiatives and their prospects**

This chapter deals with the analysis of work life balance initiatives and benefits accrued because of initiatives of the organization.

**Chapter- VII: Findings & suggestions**

This chapter presents the findings and appropriate suggestions for the Indian IT industry followed by Bibliography and References.