EMPRICAL EVIDENCES OF WORK LIFE BALANCE OF WOMEN EMPLOYEES IN INFORMATION TECHNOLOGY AND ENABLED SERVICE COMPANIES – A STUDY WITH REFERENCE TO CHENNAI

S. Priya Reddy*   **Dr. V. Selvanathan****
*Research Scholar (Part Time), Presidency College, Assistant Professor, SDNB Vaishnav College, Chennai.
**Research Guide, Associate Professor, Presidency College, Chennai.

Abstract
Liberalization and Privatization and Globalization policy has led to tremendous economic, social and lifestyle changes in our country. The changing life style practices and economic system demand the double earning sources among Indian households. It is a multitasking job for a woman to balance her career and home. In order to enable the women employees to have a balance between work and family, many IT and ITES organizations have come out with family friendly human resource policies. Various work life balance practices were analyzed and it was concluded that women employees in IT and IT enabled services, feel very important for the study leave, job sharing programs, maternity leave, day care facilities and referral services.The regression analysis further revealed that the personal and organizational profile of the employees found to have more influence over their perception towards work life balance policies provided in Information Technology and Information Technology Enabled Service companies.

Introduction

In India, Information Technology industry consists of two major components: Information Technology services (IT) and Business Process Outsourcing (BPO). Information technology is playing an important role in India today and has transformed India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs. The IT sector in India is generating 2.5 million direct employments. India is now one of the biggest IT capitals of the modern world and all the major players in the world IT sector is present in the country. Chennai is the third largest exporter of IT and Information Technology Enabled Services (ITES) of India.

Work Life Balance means the competence to schedule the hours of an individual Professional and Personal life so as to lead a healthy and peaceful life. It emphasizes the values, attitudes and beliefs of women regarding their age to work in organizing and balancing their work and personal life. (K. Santhana Lakshmi & S.Sujatha Gopinath). Career and goals are the most important factors in life. Most of the women are coming forward to work in order to support their family. This change is now natural and dynamic due to change of environment and economic conditions. The biggest challenge for women is how to balance the demands of family and career. The literature identifies the various aspects such as career advancement, Work Stress, Career aspiration, Work, Family Conflict and Family, Work Conflict, Child care in context with Work Life Balance (WLB) and its practices. This paper reveals the overview of the various challenges and issues faced by Women employees to achieve WLB. (Sudha. J & Dr/ P. Karthikeyan)

Literature Review: The following research articles are thoroughly explored to identify the predominant gaps in the literature:
Nick Bollom, John Van Reenen (2006) of London had studied that tough competition in a business paves way for better work life balance practices and increases productivity, as a win-win situation is created. Correlation analysis was used for the study. It was found that good management practices and WLB practices are positively correlated. Tougher product-market competition significantly raises the average management, quality, but does not reduce WLB.

Helen Lingard et. al (2007) of Australia had studied the impact of the compressed work week on employee's well-being, satisfaction and work life balance of the construction employees in Project Alliance in Australia. The study concluded that reducing the length of the working work and increasing the length of the working day can improve the work life balance of the construction employees.

Gunavathy. J. S (2009) had studied the perceptions of Indian Organizations on the concept of WLB and their responses to the same. The organizational provisions for work life balance were traced in terms of time-based strategies, information-based strategies, money-based strategies, direct services and cultural change services. Under time-based and information based strategies majority of the of the IT companies followed flexible working hours and provided financial planning services, while retirement planning was prevalent in manufacturing and service sectors. IT companies considered the employee's spouse or family members for employment and only few companies in the manufacturing sector and in the service sectors provided such direct services.

Haruko Noguchi (2009) of Japan had analyzed the effects of WLB measures and workplace flexibility on the female worker's choice and timing of being reinstated into the labor market after the first child birth. It was found that opportunity

costs such as profession or clerical work with high annual income would motivate a female worker to reinstate into labor the market within shorter time periods after childbirth. And for a stable female employee who has been hired by the same employer, the accessibility to WLB measures has a significant positive impact on the probability to come back to work and would shorten the length of being on leave after the child birth.

Jeremy R. Hayman (2009) of New Zealand had explored the relationship between the perceived usability of flexible work schedules and work life balance of employees in Australia. The study analyzed the work interference with personal life, personal life interferes with work and work personal life enhancement as the dimensions of work life balance. It revealed a direct linkage between perceived usability of flexible work schedules and the three dimensions of work/life balance. The study indicated a significant higher WLB of the employees operating under Flexi time work schedules than their counterparts working in traditional fixed hour work schedules.

La Royce Morgan (2009) of the USA had studied the impact of Work Life Balance and Family Friendly Human Resource Policies on employee job satisfaction. The research explored Family friendly policies as the dependent variables and work life balance and job satisfaction as the independent variables. The study indicated a positive relationship between family friendly policies and work life balance by gender and no relationship between work life balance and job satisfaction by gender. The study concluded that higher the work life balance, higher the job satisfaction.

Amita Singh (2010) had analyzed the perception of WLB policies among Software Professionals in Hyderabad. The study focused on the awareness, perception, formulation and finally the implementation of Work life balance policies in the two prominent IT firms in South India. The study indicated that the respondents had a positive attitude towards WLB policies and both the organizations provided both male and female the same level of access to WLB policies.

Ramesh Babu. K, Dr. S. V. Ramana (2013) had analyzed the different aspects of job functions like travel hours, office hours, field work, waiting time for customers etc., that hinders WLB of managers in Pharmaceutical companies. It was found that factors like very long duration of travel time and too much of waiting time for customers is negatively correlated and had influenced WLB negatively. Factors like a good relationship with the boss, quality recruitment, high tech niche marketing, good attitude of colleagues, and support from management are the factors that positively influenced the WLB of the pharmaceutical employees.

Peter Berg, et.al., (2014) of the USA had examined the influence of individual and collective voice mechanisms for employee access and use of six work-life flexibility practices. Collective voice measures included the effectiveness of union pay benefits and union schedule support at the individual and group level. The study concluded that when unions effectively supported workers' schedule needs, individual access to flextime and compressed hours was high and when they negotiated on higher wages and benefits, individual access to flextime and compressed work week was low.

Rashida Banu, Duraipandian. K, Tajuddin. I (2015) had assessed work life balance initiatives offered by IT companies in Chennai. Work life balance initiatives were investigated and ranked under four heads: flexible working, leave, benefits, dependent care benefits and employee-support services. The majority of the respondents (83.3%) rated maternity leave as of prime importance. Gap analysis revealed that there exist gaps between WLB initiatives offered and expected.

Gaps in the literature: After reviewing both national and international literatures regarding work life balance, it is found that most of the studies addressed work life balance policies of the both the genders. So this study explores the impact of work life balance policies on woman's employees' point of view.

Objectives of the Study
1. To study the existing work life balance policies in Information technology and Enabled service companies in Chennai
2. To analyze the influence of personal and work details of women employees on work life balance policy perceptions.

Hypothesis
1. The factors of work life balance policies do not differ significantly.
2. There is no significant difference in the work life balance policies of Information Technology and Enabled service companies.

Analysis and Discussions
In this section, the researcher intended to identify work life balance policies of women employees in Information Technology and IT enabled services. Their perceptions were obtained through Likert's five point scale which ranges from very important

Research Paper
Impact Factor: 3.853
Peer Reviewed, Listed & Indexed

IJBARR
E- ISSN -2347-856X
ISSN -2348-0653

to not all important. After the responses the mean scores for all the 14 variables are identified and 't' test is applied with respect to the test value 3 and the following results are obtained

Table No: 1

WLB Policies	Mean	Std. Deviation	Std. Error Mean	t	sig
Study Leave	4.08	1.208	0.060	17.922	0.000
Flexible timings	3.89	0.984	0.049	17.979	0.000
Career Breaks	3.81	1.143	0.057	14.222	0.000
Religious leave	3.69	1.283	0.064	10.792	0.000
Maternity Leave	3.84	1.066	0.053	15.671	0.000
Paternity Leave	3.70	1.091	0.055	12.742	0.000
Job Sharing Program	4.00	1.168	0.058	17.128	0.000
Telecommuting/Work from home	3.86	1.138	0.057	15.068	0.000
Cab on overtime	3.70	1.181	0.059	11.767	0.000
Time off in lieu/Compressed work week	3.81	1.197	0.060	13.535	0.000
Employee Assistance Programs	3.69	1.238	0.062	11.147	0.000
Referral Services	3.83	1.209	0.060	13.690	0.000
Day Care facilities	3.61	1.199	0.060	10.135	0.000
On site fitness center/wellness programs	3.91	1.129	0.056	16.118	0.000

From the above table it is found that all the t' values are positive and statistically significant @ 5% level. This implies all the mean values are above 3 and ranges from 3.69 to 4.08 along with standard deviation and standard error mean. This implies that the women employees in IT and IT enabled services, feel very important for the study leave, job sharing programs, maternity leave, day care facilities and referral services. They felt moderate importance for flexible timings, religious leave, Cab- on- over time and career breaks.

After ascertaining the overall opinion of women employees on work life balance policies the researcher intended to identify the influence of independent variables on work life balance policies. Therefore One-way analysis of variance is applied to find the influence of age, marital status, designation and total work experience.

Table No 2: One -Way Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.061	3	3.354	2.321	0.075
Within Groups	572.216	396	1.445		
Total	582.277	399			
Between Groups	6.758	3	2.253	2.348	0.072
Within Groups	379.952	396	0.959		
Total	386.710	399			
Between Groups	2.807	3	0.936	0.715	0.543
Within Groups	518.131	396	1.308		
Total	520.937	399			
Between Groups	12.130	3	4.043	2.482	0.061
Within Groups	645.048	396	1.629		
Total	657.178	399			
Between Groups	18.374	3	6.125	5.579	0.001
Within Groups	434.736	396	1.098		
Total	453.110	399			
Between Groups	13.908	3	4.636	3.983	0.008
Within Groups	460.882	396	1.164		
Total	474.790	399			
Between Groups	2.699	3	0.900	0.658	0.578

Within Groups	541.301	396	1.367		
Total	544.000	399			
Between Groups	7.015	3	2.338	1.816	0.144
Within Groups	509.862	396	1.288		
Total	516.877	399			
Between Groups	7.495	3	2.498	1.801	0.146
Within Groups	549.295	396	1.387		
Total	556.790	399			
Between Groups	1.534	3	0.511	0.355	0.785
Within Groups	570.026	396	1.439		
Total	571.560	399			
Between Groups	11.232	3	3.744	2.470	0.062
Within Groups	600.328	396	1.516		
Total	611.560	399			
Between Groups	7.908	3	2.636	1.815	0.144
Within Groups	575.189	396	1.452		
Total	583.097	399			
Between Groups	5.644	3	1.881	1.312	0.270
Within Groups	567.734	396	1.434		
Total	573.378	399			
Between Groups	12.490	3	4.163	3.322	0.020
Within Groups	496.270	396	1.253		
Total	508.760	399			

From the above table it is found that the age of the employees is found to influence Maternity leave (F=5. 579, p=0. 001), Paternity leave (F=3. 983, p=0. 008), On site fitness centers (F = 3.322, P=0. 020) are highly influenced by the age of women employees followed by marital status, designation and total work experience of the women employees. The total average mean score comparison analysis indicates that the women employees in the age group less than 30 years felt very high importance of maternity and paternity leaves which enable them to avoid breaking in their career.

The married women employees felt the very high importance on-line fitness centers in their organization to take care of their physical health. The women employees with the work experience of 5-10 years also profoundly identified the importance of maternity and paternity leaves.

On the whole, all the women employees' in different age groups, designation, experience and marital status mechanically felt the importance of work life balance policies provided by the employer. This regression analysis further revealed that the personal and organizational profile of the employees found to have more influence over their perception towards work life balance policies provided in Information Technology and Information Technology Enabled Service Companies.

Findings and Conclusion
The present research clearly revealed that the two hypotheses are rejected @ 5% level using 't' test and one-way analysis of variance. It implies that the women employees in IT and ITES sectors give more importance to study leave, job sharing programs, maternity, paternity leaves, day-care and referral facilities. Irrespective of the age, marital status, work experience and designation, all women employees in IT and ITES sectors felt the importance of the work life balance policies provided by their employers.

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