

A Study on Employee Engagement in Work-life Balance with Reference to IT Sector, Chennai

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Abstract:

Work-life balance is a challenging and tremendous task, between managing work and family conflicts. Conflict arises in the expected behaviour of the employees. The goal of the current study is to quantify work-life balance with work-family conflict and family-work conflict. In addition, the paper aims to find out the different conflicts between work and family, and how to balance the work-life of the respondents. The sample size is 236 and the data is collected from the respondents working in Chennai, Tamil Nadu. Data were analyzed using the SPSS, for measuring reliability, validity, loadings, coefficient, and model the appropriateness of the data.

Employees need to interact with There are more individuals their family and friends to reduce stress and conflict. Employees realize that family members and co-workers are essential in maintaining work-life balance. Understanding and sharing work-related information with spouses leads to reduced work-family conflict. The study would help decision makers, employers, and employees enrich the employee's work-life balance, through managing family and work conflicts.

Keywords: Work-Family Conflict, Family-Work Conflict, Work-Life Balance.

I. INTRODUCTION:

The notions of work-life balance and employee engagement have become increasingly popular in the modern Information Technology (IT) industry, where efficiency and innovation are critical factors. Due to the fast-paced, highly competitive nature of the IT sector, employees are under tremendous pressure to do high-quality work within short timeframes. As a result, finding the ideal balance between work and personal obligations has become crucial for both companies and employees.

Employee engagement, characterized by a deep emotional connection and commitment to one's work and organization, is widely recognized as a crucial driver of organizational success. Engaged employees are more likely to demonstrate higher levels of productivity, creativity, and job satisfaction, resulting in enhanced overall performance and profitability. However, maintaining high levels of engagement among IT professionals poses unique challenges due to the demanding nature of their roles, long working hours, and high-pressure environments.

The term "emotional and intellectual commitment" is used to describe employee involvement their work, organization, and its goals (Saks, 2006). It is closely linked to various positive outcomes, including increased productivity, work contentment and organizational dedication (Shuck et al., 2011). However, the demanding nature of IT jobs, given their extended workdays, tight deadlines, and constant pressure to deliver, can potentially undermine employee engagement and lead to burnout, high turnover rates, and decreased overall well-being (Moore, 2000). Work-life balance, defined as the ability to effectively manage professional and personal responsibilities (Greenhaus et al., 2003), has emerged as a critical factor in fostering employee engagement and retention. The IT industry's rapidly changing landscape often blurs the distinctions between employees and personal life, making it challenging for employees to strike a healthy balance (Ahuja et al., 2007). This imbalance can lead to higher levels of stress, worse levels of job satisfaction, and a negative impact on overall well-being (Felstead et al., 2002). As the IT sector continues to evolve rapidly, propelled by advancements in technology and increasing global connectivity, the demands placed on employees have undergone significant transformations.

Long hours, stringent deadlines, and the constant pursuit of innovation characterize the professional landscape, often blurring the boundaries between work and personal life. Consequently, understanding the factors that influence employee engagement and contribute to fostering a healthy work-life balance becomes imperative for both organizations and individuals alike.

Objectives:

Primary Objective

- To analyse employee engagement on work-life balance in the IT sector.

Secondary Objectives

- To analyse the work-life conflict in work-life balance in the IT sector
- To investigate the impacts on employee performance.
- To analyse the family work conflict in work-life balance in the IT sector.

Review of Literature:

A study on workplace cultures demonstrates the complexities of this theme. Studies address attitudinal responses to work policies and practices from the perspective of employers and employees, as well as differences between both the public and private sectors. There are several attitudinal issues within this theme, including perspectives of managers and employees to the commitment and status of flexible workers, the types of flexibility supported in the organization, and who may access them (David Clutterbuck, 2003),

The workplace culture also addresses pervasive trends in employment practices such as 'presentism' and management styles and methods that can support or constrain the implementation and access of work-life balance policies and examination of workers' involvement in community music organizations (Galinsky and Johnson, 1998 & White 2003)

The concept of work-life balance has gained significant attention. In the past few years, particularly in the IT sector, where the demands of the job can often conflict with personal and family responsibilities (Ahuja et al., 2007; Felstead et al., 2002). Work-life balance refers to the ability to effectively manage professional and personal responsibilities without compromising either (Greenhouse et al., 2003).

Workplace cultures can either facilitate or hinder the implementation of work-life balance policies, family-friendly work arrangements, and the supply and acceptance of maternity and childcare obligations, according to O'Keeffe. For those who must make unanticipated reproductive decisions, especially those who view their pregnancy as a crisis, it is consequently crucial (Erica D. Chick, 2004).

In reviewing the literature, it would be difficult to search for the universal definition of work-life balance. Several researchers defined work-life balance in different terms. The Workplace culture is the organizational environment within which working roles are played out and workplace norms are created. The ethos of the organization can determine whether or not work-life balance and maternity/childcare policies are adopted by the organization (Lew. T 2008),

There has been a lot of research on employee engagement. studied and recognized as a critical factor in organizational success across various industries, including the IT sector (Saks, 2006; Shuck et al., 2011).

Engaged employees are emotionally and intellectually committed to their work, which leads to increased productivity, devotion to the organization and job happiness (Kahn, 1990; Rich et al., 2010). In the IT sector, where innovation and problem-solving are paramount, engaged employees are more likely to go the extra mile, contribute new ideas, and provide exceptional customer service (Mani, 2011).

Research Methodology:

Research methodology describes the techniques and procedures used to identify and analyses information regarding a specific research topic. Responses were gathered from the company's clients since they were easier for the researcher to reach due to their geographic closeness. Convenience sampling was employed in conjunction with the nonprobability sample approach to do descriptive analysis.

Research Design:

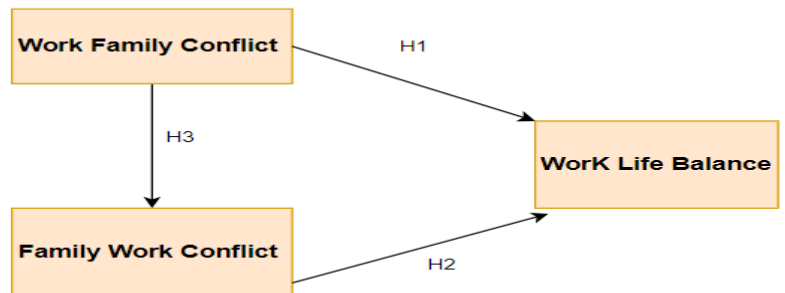
Research design is the overarching plan or blueprint that guides a research study. It outlines the specific methods and procedures for collecting, analyzing, and interpreting data to address the research objectives or questions.

The design encompasses elements such as the research approach (quantitative, qualitative, or mixed), data collection techniques (surveys, interviews, and observations), sampling strategies, data analysis methods, ethical considerations, and acknowledgement of limitations.

Descriptive research is used in this study.

Research Model:

Fig: 1- Conceptual Frame Work.



Conceptual frame Work (Source: Ranganathan Venatesan - 2021).

Hypothesis:

- ❖ **H1:** Work-family conflict positively influences work-life balance.
- ❖ **H2:** Family-work conflict positively influences work-life balance
- ❖ **H3:** Work-family conflict positively influences family-Work conflict.

Data Collection Methods:

The types of data used in research can be mainly classified into two:

1. Primary data
2. Secondary data

Primary data

This is the data, which is a collection by the researcher and is necessary for time. The tool used to collect this data is the questionnaire, here, for this project the research has collected other relevant information on employee

Secondary data

The data, which are already collected, are called secondary data. The Data may be available within the company. The data is collected from the company, book, internet, journal etc.

Sample size: 236

Tools Used:

- ✓ Anova
- ✓ Correlation
- ✓ Chi-Square

Data Analysis:

. The statistical operations were carried out utilizing IBM SPSS Statistics 23.0.

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
WFC	Between Groups	165.141	3	55.047	5.666	.001
	Within Groups	2224.876	229	9.716		
	Total	2390.017	232			
FWC	Between Groups	112.160	3	37.387	5.036	.002
	Within Groups	1699.994	229	7.424		
	Total	1812.155	232			
WLB	Between Groups	155.865	3	51.955	5.227	.002
	Within Groups	2276.255	229	9.940		
	Total	2432.120	232			

Inference:

As the P value of all the factors of work-life balance is less than 0.05, we accept the Alternative hypothesis

There is no significant between age concerning factors of work-life balance

Correlations		AGE	WFC	FWC	WLB
AGE	Pearson Correlation	1	-.221**	-.127	-.245**
	Sig. (2-tailed)		.001	.053	.000
	N	233	233	233	233
WFC	Pearson Correlation	-.221**	1	.275**	.355**
	Sig. (2-tailed)	.001		.000	.000
	N	233	233	233	233
FWC	Pearson Correlation	-.127	.275**	1	.313**
	Sig. (2-tailed)	.053	.000		.000
	N	233	233	233	233
WLB	Pearson Correlation	-.245**	.355**	.313**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	233	233	233	233
**. Correlation is significant at the 0.01 level (2-tailed).					

Hypothesis

Null hypothesis H0: There is no relationship between age and commitment.

Alternate hypothesis H1: There is a relationship between age and commitment.

Inference

Here p-value is less than 0.05, accepting an alternate hypothesis which means there is a relationship between age and factors. As there is a relationship, we should check for the type of correlation. As the signs are positive here, we conclude that there is a positive correlation between age and factors.

Chi-Square

:

GENDER			
	Observed N	Expected N	Residual
Male	131	116.5	14.5
Female	102	116.5	-14.5
Total	233		

Test Statistics	
	GENDER
Chi-Square	3.609 ^a
Df	1
Asymp. Sig.	.057

0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 116.5.

Limitation of the Study

When studying employee engagement and work-life balance in the IT sector, several limitations arise. Sample bias, self-reporting inaccuracies, and the cross-sectional design's inability to capture changes over time hinder the study's generalizability and accuracy.

Additionally, limited measurement scope, organizational culture influence, and potential response biases may skew results. External elements like conditions and technological advancements might not be adequately addressed, and causality cannot be firmly established.

These limitations underscore the need for rigorous research design and interpretation to ensure the study's validity and relevance.

Findings:

- **Excessive workloads and extended work hours:** The survey may reveal that IT workers frequently put in lengthy work hours, including weekends and evenings, to fulfil client demands and project deadlines. Their work-life balance may be severely impacted, and burnout may result.
- **Blurring lines separating work and personal life:** For IT workers, the lines separating work and personal life might become hazier because of the popularity of remote work and continuous connectivity.

- There may be a work-life conflict due to the findings that many IT workers find it difficult to unplug from work.
- **Absence of organizational support and policies:** Many IT sector organizations may lack thorough work-life balance policies and support systems based on the findings. This could involve a dearth of employee support programs, insufficient leave regulations, and restricted flexible work schedules.
- **Effect on health and wellbeing:** The study might reveal how poor work-life balance affects IT professionals' physical and emotional well-being. This may entail elevated stress levels, insomnia, and an elevated likelihood of burnout, resulting in reduced job contentment and efficiency.
- **Gender disparities:** The results can indicate differences between the sexes' experiences with work-life equilibrium in the IT industry. Because of cultural expectations and caregiving responsibilities, women in IT professions may encounter additional difficulties in juggling work and family obligations.

Suggestion:

The primary causes of work-life imbalance among IT workers, such as unreasonably high workloads, insufficient organizational policies, and the industry's constant connectivity, should be examined in the study. To obtain a thorough grasp of the difficulties they encounter, information from a varied sample of IT workers from a range of positions, experience levels, and organizational cultures is essential.

The effects of new work models and technology on work-life balance, such as remote work and agile techniques, might potentially be investigated in this study. Finding effective tactics and best practices used by businesses or people to encourage a better work-life balance would also be beneficial. This could involve adaptable work schedules, efficient time management strategies, and encouraging company cultures that put the welfare of their employees first

II.CONCLUSION

These days, work-life balance, or WLB, is seen as a crucial issue for both individuals and companies. Several eminent academics have defined and expanded on work-life balance, addressing this topic in diverse ways. Each person's work-life balance and imbalance are determined by a variety of aspects that are important to both their personal and professional lives. The study identified the antecedents of work-life balance. It has also been mentioned that having a better work-life balance has many positive effects, but having an unbalanced work-family schedule has negative effects that can lead to some problems.

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