

# WORK LIFE BALANCE AMONG WOMEN EXECUTIVES IN INDIAN IT COMPANIES WITH SPECIAL REFERENCE TO CHENNAI CITY

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*Abstract:*

*Work-life balance assumes great significance for women as they are virtually in two full time jobs - one at home and the other at office. Working mothers often have to challenge perceptions and stereotypes that evolve as a working woman becomes a working mother... When a woman seeks a position of power within an organization, she must consider the toll on other facets of her life, including hobbies, personal relationships and family. Most executive jobs require a substantial amount of time and effort, which a working mother may not be able to devote due to family obligations. Women often find it more difficult to maintain balance on account of the competing pressures of work and demands at home. Working women have to carefully handle their personal balance and skillfully blend their roles, so as to optimize their potential in all quadrants of life. The study was taken up with the objective of analyzing the factors influencing the impact on performance of women executives regarding the work life balance. The results of the analysis explained that the job stress and the welfare entitlements have more impact on the performance of the women executives of IT companies.*

**Key Words:** IT company work environment; job stress; work life balance, women executives,

## 1.1 Introduction

Twenty first century organizations are characterized by persistent changes, uncertainties and excessive pressure to increase productivity. These changes disturb the balance in the lives of employees causing confusion and stress. This is also fuelled by extreme levels of competitiveness in the work sphere posing new challenges and problems to workers. Technological advancements and new inventions have impacted the socio cultural context by introducing multi-cultural life styles in Indian homes. The incessant demands on their time and effort to enhance productivity have created enormous stress and pressure causing disequilibrium between work life and family life. Most employees either spends long hours at their work place or carry work home thereby compromising on the quality of life.

In urban India, the percentage of dual-earner couples is gradually increasing and for most women and men today, their work environment and the family have become the two important institutions in life. Changes in the workforce are accompanied by changes in values, creating a new emphasis on the balance between work-life and family life (Hall 1986). Work-life balance assumes great significance for women as they are virtually in two full time jobs - one at home and the other at office. Working mothers often have to challenge

perceptions and stereotypes that evolve as a working woman becomes a working mother... When a woman seeks a position of power within an organization, she must consider the toll on other facets of her life, including hobbies, personal relationships and family. Most executive jobs require a substantial amount of time and effort, which a working mother may not be able to devote due to family obligations. Women often find it more difficult to maintain balance on account of the competing pressures of work and demands at home. Working women have to carefully handle their personal balance and skillfully blend their roles, so as to optimize their potential in all quadrants of life.

## 1.2 Statement of the Problem

Women employees in this industry have more health issues and they are also not in the position to balance their family as well as high pressure working environment even though the women employees' contribution is constantly supporting for the development of IT industry. The aim of the study is an attempt to analyze the reasons, issues and challenges which hinder work life balance of women employees. Hence, the present study is taken up for conducting research under the title "Work Life Balance among Women Executives in Indian IT Companies with Special Reference to Chennai City."

## 1.3 Objectives of the Study

1. To analyse the impact of work life balance on the performance of women employees.

## 1.4 Materials and Methods

The present study has adopted both descriptive and analytical methodologies. A questionnaire has been designed to collect the data on the impact on performance of women executives in IT Industry. This research has primarily been based on the primary data collected from the selected respondent women executives of the selected IT Companies in Chennai. The oral interview has also been conducted wherever necessary to add clarity to certain key issues. The formula was applied to know the sample size, and found the sample size 530 meets the requirements. The instrument is tested through pilot study taking a sample of 100 women respondents of software companies from Chennai and the reliability test results of the instrument is measured with Cronbach's alpha of 0.878 and found suitable for the purpose of study.

## 1.7 Results and Discussions

The data collected was analyzed using correlation analysis to find out the relationship of the work life balance factors impact on the performance of the women executives working in IT companies at Chennai.

**Table 4.5.9: Friedman test for significant difference among mean ranks towards Factors of impact on performance in Work-Life Balance**

Impact of performance in work life balance	Mean Rank	Chi – Square	p – value
Flexible working hours allows to balance life commitments	6.67	725.856	0.000**
Attendance and punctuality has improved as a result of utilizing flexible working hours	8.96		
Flexible working hours motivates to exceed expectations at work	8.60		
Flexible hours gives a sense of satisfaction and well being	9.13		
Health programmes helped to contribute high at work	9.31		
Support in family situation increased loyalty to the company	9.47		
Counselling enabled to carry out assignments with expected degree of independency and efficiency	8.10		
Attendance rate has generally improved after utilizing health programmes	9.10		
Financial support makes more committed	6.50		
Leave Improves attendance rate	7.44		
Leave has good affect on performance ability at job	7.50		
Leave reduces work related stress	6.41		
Achievement of target always	8.57		
Generally satisfied with job	6.96		
Superior is always satisfied with job performance	7.26		

Note: 1. \*\* denotes significant at 1% level.

Since p value is less than 0.01, the null hypothesis is rejected at 1% level of significance. Based on the same analysis it is concluded that, there is a highly significant difference among mean ranks of variables of impact on performance support dimension factor of work life balance among the sample of women executives of IT companies. Based on the mean ranks it is noticed that the primary variables influencing the impact on performance support among the women executives working in IT companies are Support in family situation

increased loyalty to the company with the mean rank of 9.47; Health programmes helped to contribute high at work with mean rank of 9.31; Flexible hours gives a sense of satisfaction and well being with mean rank of 9.13; Attendance rate has generally improved after utilizing health programmes with mean rank of 9.10; Attendance and punctuality has improved as a result of utilizing flexible working hours with mean rank of 8.96; Flexible working hours motivates to exceed expectations at work with mean rank of 8.60; Achievement of target always with mean rank of 8.57; Counselling enabled to carry out assignments with expected degree of independency and efficiency with mean rank of 8.10; Leave has good affect on performance ability at job with mean rank of 7.50; Leave Improves attendance rate with mean rank of 7.44; Superior is always satisfied with job performance with mean rank of 7.26; Generally satisfied with job with mean rank of 6.96; Flexible working hours allows to balance life commitments with mean rank of 6.67; Financial support makes more committed with mean rank of 6.50; Leave reduces work related stress with mean rank of 6.41 in the order of the priority. Based on mean ranking the dimensions of work life balance factor impact on performance is high in family support, health programmes which improves the attendance rate and also the performance in job of the women executives of IT companies. The performance is impacted both positively and negatively by the flexible working hours, achievement of target, leaves and breaks improves the work performance. The flexible working time helped to balance the family commitments and financial support makes the women executives more committed to work and improvise the performance by achieving the targets and fulfilling the expectations of the management.

**Table 4.6.4 Pearson Correlations coefficient between the various dimensions of factors affecting work life balance of women executives of IT companies**

		Impact on Performance
Institutional Support	Pearson Correlation	.290(**)
	Sig. (2-tailed)	.000
	N	530
Family Support	Pearson Correlation	.614(**)
	Sig. (2-tailed)	.000
	N	530
Welfare Entitlements	Pearson Correlation	.619(**)
	Sig. (2-tailed)	.000
	N	530
Interpersonal Relationship	Pearson Correlation	.591(**)
	Sig. (2-tailed)	.000
	N	530
Work Life Balance Harder	Pearson Correlation	-.443(**)
	Sig. (2-tailed)	.000
	N	530
Job Stress	Pearson Correlation	-.429(**)
	Sig. (2-tailed)	.000
	N	530
Quality of Work Life	Pearson Correlation	.584(**)
	Sig. (2-tailed)	.000
	N	530

\*\* Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient between institutional support and impact on performance is 0.290, which indicate 29.0 percentage positive relationships between institutional support and impact on performance and is significant at 1% level. The correlation coefficient between family support and impact on performance is 0.614, which indicate 61.4 percentage positive relationships between family support and impact on

performance and is significant at 1% level. The correlation coefficient between impact on performance and welfare entitlements is 0.619, which indicate 61.9 percentage positive relationships between impact on performance and welfare entitlements manner and is significant at 1% level. The correlation coefficient between impact on performance and interpersonal relationship is 0.591, which indicate 59.1 percentage positive relationships between impact on performance and interpersonal relationship and is significant at 1% level. The correlation coefficient between impact on performance and work life balance harder is -0.442, which indicate 44.2 percentage negative relationships between impact on performance and work life balance harder and is significant at 1% level. The correlation coefficient between impact on performance and job stress is -0.429, which indicate 42.9 percentage negative relationships between impact on performance and job stress and is significant at 1% level. The correlation coefficient between impact on performance and quality of work life balance is 0.584, which indicate 58.4 percentage positive relationships between impact on performance and quality of work life balance and is significant at 1% level. The dimensions of the factors of work life balance of women executives of IT companies with regard to institutional support, family support, welfare entitlements, interpersonal relationship and quality of work life balance are positively correlated as per the analysis. It's evident from the correlation analysis that the increase in institutional and family support increases the impact on performance of the women executives of IT companies. The increase in welfare entitlements are also positively correlated and supports to maintain performance at 61.9% by the women executives working in IT companies. The work life balance harder and job stress of women executives of IT companies are negatively correlated with impact on performance which explain further that the increase in hardship of work life balance will decrease the performance by 44.3%. The increase in job stress by 43% in women executives of IT companies will decrease the performance. The work life balance becomes harder the retaining of performance becomes challenge.

The factors of work life balance, institutional support, family support, welfare entitlements, interpersonal relationship is positively correlated and explains that increase in institutional support, family support, welfare entitlements, interpersonal relationship will increase the performance and will impact positively to show greater performance and helps to retain the quality of work life balance.

### 1.8 Suggestions

It is not an easy task to achieve work-life balance in today's unpredictable and fast-paced business world. As we grow increasingly more connected through technology and social media, it is becoming more and more difficult to separate work from our personal lives. Consequently, this leads to longer working hours, and less time spent at home. When we are stressed and over-worked, we run the risk of jeopardizing more than just our social lives – our physical and mental health is in danger too.

1. The most of the women employees having two kids are not in the position to balancing the work and family and also the respondents will have more emotional and stress problems. Thus may affect the productivity of women employees, hence the organization has to arrange to take care of their kids during business hours, if children's age are between one and three the company has to create crèche or play school.
2. Specific Counseling programmes on work life balance can be conducted.
3. Family welfare programmes and family counseling programmes can be conducted.
4. Employers can create awareness about the impact of work life balance
5. A break from work will provide women employees with the chance to switch off and enjoy, it is also a great opportunity to recuperate and recharge. This is essential to help them improve productivity and focus when they return to the office.
6. Numerous studies show that vacations increase company productivity and reduce stress. Larger number of vacations led to a decline in the psychological distress of people.

## 1.9. Conclusion

Indian women IT professionals can achieve the work–family balance by setting priorities in their work and personal lives and by having support systems both at work, formally through HR policies and programmes, or informally through supervisor and co-worker support and at home. The data raised issues that need to be addressed both from an academic and practice point of view. The identified dimensions could serve as a platform for further research on women IT professionals and the work–life balance which will serve as a guide for organizations to address the work–family balance issues of working women by designing and implementing HR policies and practices for facilitating the work–family balance. This, in turn, would go a long way in enabling women to perform better at work, be more committed to the organization, and ultimately contribute to the growth of the economy and positively impact society as whole.

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