THE CHANGING FACE OF WORK LIFE BALANCE PROGRAMMES & ITS INFLUENCE ON EMPLOYEE MORALE: A STUDY IN IT SERVICE SECTOR, BENGALURU.

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Abstract

Work life balance programmes with its magnificient employee friendly aura has turned into an effective branding strategy for the IT organizations & is successful enough to be a powerful motivational tool , on the grounds where efficient employees are considered as a competitive advantage. The term WLB was coined in 1970s, and in the initial stages it was focusing on child care programmes and Employee Assistance programmes. Now the WLB have become a strong employee engagement strategy which encompasses the feelings of employees and which could bring about a strong bonding between the employees and the organization. This study tries to analyze the multifaceted aspects of WLB and its impact on the morale of employees. IT organizations being the champions of most modern WLB programmes, a study in that sector will help to throw light on the latest updations on the concept. So the study is being conducted among the IT service sector employees in Bengaluru.

Key words: Work life balance, Employee morale, Work life revamp, IT service sector.

1. INTRODUCTION

Work Life Balance Programmes though passing through a paradigm shift into work Life Integration programmes, play a very important role in moulding a committed & competent work force which is effectively engaged in their work roles. But the concept of work life balance has to be reviewed on a regular basis to incorporate the social, economic & technological changes that has been evolving over time.

It is a critical challenge for the organizations to identify the sensitive elements that affect the work –family balance and it is a heavy responsibility for the organizations to formulate employee catching work life balance /work family integration programmes.

Employee morale is considered as a core factor for the organizational success and sustainability and it refers to the enthusiasm, confidence , and interest of individuals and groups to cope up with the changing demands of the organization. So morale can be defined as a perfect blend of feelings, emotions, sentiments, attitude and motives which results in a particular behaviour of employees-both individual and group in the work space.

While the Classical approach of Robert M. Guion(1958) defines 'Morale' as a result of the satisfaction of the basic needs of individual employees, the Psychological approach propounded by Mooney(1947) considers 'Morale ' as a state of mind of the employees which is influenced by their attitude and emotions. The Social approach by Stanger (1958)examines the concept of morale in a different dimension and defines it as a feeling of togetherness or as the sense of identification with one's on job, working conditions, coworkers, supervisor, employer and the organization.

Despite being the changed life style, complex web of employee relations, over intrusion of gadgets in the personnel lives & cut throat competition, it is an overarching intent of the organizations to formulate exclusive work life programmes which can induce a sense of individual and group morale among their employees.

The presence of a multigenerational work force adds to this complexity & the attitude of different generations towards the WLB programmes & its influence on their level of morale have to be analyzed thoroughly for a better understanding of the manifold aspects of WLB.

This study tries to identify the new trends & challenges in WLB programmes and its influence on the morale of employees in IT service sector.

2.   LITERATURE REVIEW
2.1 WORK LIFE BALANCE

- **Khaled Adnen Bataineh(2019)** conducted a study on the "Impact of Work life balance, happiness at work on employee performance " among the employees of a pharmaceutical company in Jordan. The study identified that work life balance & happiness at work (which is considered as a construct framed of employee engagement, job satisfaction & affective organizational commitment) has a strong impact on the performance of employees in pharmaceutical sector. The study did' nt identify the scope of work life balance on different generational groups.

- **M.D.V.S. Mendis & W.A.S. Weerakondy(2017)** in their study "The impact of Work Life balance on employee performance with reference to Telecommunication industry in Srilanka : A mediation model" analyzes the relationship between work life balance, employee satisfaction and employee performance. The study came up with the result that there exists a strong relationship between work life balance, job satisfaction & job performance. So it is a challenge as well as a competitive advantage for the organizations if they could frame the work life balance programmes according to the changing needs of the employees.

- **Thavakumar D & Evanjeline S.J(2016)** in their study "The influence of involvement & participation, compensation, communication and work life balance programme on employee engagement: A case of insurance companies in Batticolon district" opines that involvement & participation, compensation & communication can influence the engagement level of employees in a moderate way, while work life balance programmes don't have much influence on employee engagement. The study was a cross sectional study and it suggests future researches to follow a longitudinal mode; future researches also can analyze the influence of work life balance programmes on the engagement level of employees in different sectors.

- **R.K. Pradhan, L. K .Jena, I. Geetakumari** (Effect of work life balance on   organizational citizenship behaviour: Role of organizational commitment 2016) identifies the potential of work life programmes to induce organization citizenship behaviour among the employees where organizational commitment act as a mediating variable. So the study points to the importance of adopting work life programmes which could enrich both the family & professional domains.

- In her study **"Work Life Balance for employees"(2013) Mrs. G.Kanthi Sree** throws light on the need of implementing employee friendly work life balance programmes & suggests that the management of organization should take proper steps to make the employees confident to overcome their inhibitions & should motivate them to enhance their personality and performance by providing stress reducing activities like rest rooms for relaxation, stand up meetings, social meetings, workers' participation, refreshment as & when necessary , recreational facilities, regular breaks, child care & elder care, periodical counselling for a healthy & productive environment.

- In the study **"Individual & organizational strategies to balance work-life with Indian way"(2013), Jagdeep** Singh propounds a new thought that work life balance is not the sole responsibility of employer and government; the personality, attitude, values & spirituality of employees also play a very important role in balancing as well as in enriching the work and personal life.

- **Susi.S. & Jawaharrani K.(2010)** in their study "Work Life Balance: The key driver of employee engagement" identifies the role & importance of organizational culture, in formulating effective work life balance policies & suggests that Work Life Balance programmes should be implemented & ensured in each and every level including senior management, line managers & all staff.

- **Nancy .R .Lockwood** in the study **"Work Life Balance: Challenges & Solutions"(2003)** points out the critical significance of work life programmes and propounds that it has the potential to improve employee morale, retain organizational knowledge and reduces absenteeism thereby giving the organization a competitive edge. The study identifies that different programmes such as 'Elder care' , Total life plan' are attracting and motivating employees and will provide the employees with a renewed energy, & enthusiasm which leads to increased productivity.

- **S.R. Ezzedeen & P.M. Swiercz (2002)** had explored a new dimension of work life balance programmes 'cognitive intrusion' in their work "Rethinking work life balance: development & validation of the cognitive intrusion work scale". The study scales out the importance of thinking beyond providing physical amenities for the employees and their family members and imparts that work life balance in its true sense should be something that enables the employees to enjoy their personal life free from the intruding thoughts about their duties and responsibilities in the work space. The study finds that cognitive intrusion of work will be detrimental for the

employees as well as organization as it leads to lower job satisfaction, less happiness, increased work life conflicts, and increased burn outs.

2.2 EMPLOYEE MORALE

- In the study "Influence of transformational leadership over employee motivation and morale" **Surya Rashmi Rawat(2015)** identifies that leaders with strong motivational skill, who has a positive attitude towards innovative employee support policies , who act as a change agent & who could recognize individual needs of employees can have a positive impact on the morale of employees and are efficient enough to motivate the employees for a higher end performance.

- **Monica Forret & Mary Sue Love (2008)** in their study explored whether the perceptions of organizational justice have some influence on coworker trust and morale. The results of the study indicates that fairness in the distribution of rewards, organizational policies and procedures, interpersonal treatment by supervisors has a significant influence on coworker trust and morale.

- **Connel & Julia (2001)** has conducted a study on the "Influence of firm size on organizational culture and employee morale". The findings of the study indicates that small firms with a lesser number of employees has a more participative organizational culture and because of their consultative nature, morale of the employees are found to be higher in such organizations when compared to the larger organizations with higher number of employees. From this study it can be inferred that employee morale depends much on a transparent organizational culture where the flow of information is very smooth & the trust factor is very high.

2.3 RESEARCH GAP

Based on a thorough analysis of the studies conducted on the work life balance programmes in different sectors it can be inferred that the influence of work life balance programmes on the morale of employees has not yet explored much in IT service sector. This study throws light on that particular aspect.

3. RESEARCH METHODOLOGY

Research design- Descriptive study
Sampling Type- Non probability sampling
Sampling technique- convenient sampling
Sample Size -107

3.1.STATEMENT OF THE PROBLEM

Work life balance programmes are undergoing tremendous changes in order to cope up with the changed attitudes, family structure & lifestyle of employees.IT organizations are implementing lots of varied measures to keep their employees sustainably motivated and engaged in their work. But even though in the presence of these measures employees are not found to be effectively engaged and therefore organizations should identify the different aspects of WLB programmes which is capable to mould a work force with a high employee morale.

3.2.SCOPE OF THE STUDY

The study is conducted in the IT service sector in Bangalore. The adoption of policies by organizations depends upon the culture of that particular place and the peculiarities of its population. So the options for generalizing the results of the study is limited.

3.3.OBJECTIVE OF THE STUDY

- To analyze the changing dimensions of work life balance programmes.
- To analyze the influence of wok life balance programmes on the morale of individual employees.
- To analyze the influence of work life balance programmes on the morale of a group of employees.

3.4.HYPOTHESIS

- H0: Work life balance programmes does not have any influence on the morale of employees in IT service sector in Bengaluru.
- H1:Work life balance programmes have an influence on the morale of employees in IT service sector in Bengaluru.

3.5.LIMITATIONS OF THE STUDY

- The study was conducted within a limited time frame and longitudinal studies are needed to identify the influence of different time periods & changed societal life on the work life balance and morale of IT service sector employees.

- The study was conducted in Bangalore city & in IT service sector, so the particular features of the location & sector will have an influence on the study results & therefore it cannot be generalized for other sectors.

4. SOURCES OF DATA & TOOLS USED FOR DATA COLLECTION

4.1. SAMPLE SIZE

Industrial profile report 2017-2018 of Karnataka government says that out of 3500 IT companies more than 400 are MNCs. This study takes 27 employees each from 4 MNCs in Bengaluru as the sample .The study was conducted in the month of July –August 2019.

4.2.DATA COLLECTION TOOLS AND TECHNIQUES.

The data is collected by a well administered questionnaire and personal interviews. The questionnaire is divided into two parts. The first part contains multiple choice questions on the demographic profile of the respondents .The second part gathers data on the perception of employees on work life balance programmes and employee morale, through Likert scale of agreement in which 1 denotes strong disagreement & 5 denotes strong agreement.

4.3. STATISTICAL TOOLS FOR DATA ANALYSIS

SPSS version 25 is used to study the validity and reliability of the questionnaire, further regression analysis is used to establish the extent of relationship between independent and dependent variable. Descriptive statistics and graphs are used to summarize the findings.

5. DATA ANALYSIS AND INTERPRETATION

5.1. RELIABILITY ANALYSIS

Crobanch's Alpha is used to test the reliability of the variables under study. As stated by Bakeman & Gottman (1986) Crobanch 's Alpha above 0.7 are approved by the research analyst. The table below shows the Crobanch 's Alpha for each of the constructs. All alpha values are above the authorized limit to be acceptable and reliable .Work life balance construct shows an alpha value of .9 and Employee morale construct shows an alpha value of .8 which shows a greater reliability of the variables under the study.

Table 1-Reliability Analysis

	Reliability	
	Cronbach's Alpha	N of Items
	0.914	16

	Reliability	
	Cronbach's Alpha	N of Items
WLB	0.920	5

	Reliability	
	Cronbach's Alpha	N of Items
EM	0.859	11

5.2. DEMOGRAPHIC PROFILE

The demographic profile of the respondents reveal that 23 percentage of respondents belong to the age group of 22-26,24 percentage belongs to 27-31,22 percentage belongs to 32-36 , & 32 percentage of the respondents belong to the age group of above 36 years.48 percentage of the respondents constitute male employees and 51 percentage women employees. Out of the respondents 29 percentage of employees are in the top managerial level, 22 percentage upper middle level, 24 percentage in the middle level & 23 percentage are in level one.50 percentage

of the respondents have an experience of 5 to 8 years, 23 percentage having 1 to 4 years, 11 percentage of respondents having an experience between 9 and 12 years and 15 percentage of respondents have an experience between 13 and 16 years.

Table 2- Age

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-26	25	23.4	23.4	23.4
	27-31	26	24.3	24.3	47.7
	32-36	24	22.4	22.4	70.1
	above 36	32	29.9	29.9	100.0
	Total	107	100.0	100.0	

Table 3-Gender

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	52	48.6	48.6	48.6
	female	55	51.4	51.4	100.0
	Total	107	100.0	100.0	

Table 4-Job level

		joblevel			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level	32	29.9	29.9	29.9
	upper middle level	24	22.4	22.4	52.3
	middle level	26	24.3	24.3	76.6
	level 1	25	23.4	23.4	100.0
	Total	107	100.0	100.0	

Table 5-Experience

		experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	25	23.4	23.4	23.4
	5-8	54	50.5	50.5	73.8
	9-12	12	11.2	11.2	85.0
	13-16	16	15.0	15.0	100.0
	Total	107	100.0	100.0	

5.3. DESCRIPTIVE STATISTICS

Table 6- Descriptive Statistics.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
WLB_1	107	1	5	3.57	0.943
WLB_2	107	1	5	3.57	0.943
WLB_3	107	1	5	3.55	0.954
WLB_4	107	1	5	3.58	0.952
WLB_5	107	1	5	3.68	1.051
WLB_6	107	1	5	3.47	1.110
EM_1	107	1	5	2.99	1.248
EM_2	107	2	5	3.30	0.780
EM_3	107	2	5	3.71	0.824
EM_4	107	1	5	3.36	1.101
EM_5	107	1	5	3.61	0.969
EM_6	107	1	5	3.40	1.212
EM_7	107	1	5	3.24	1.045
EM_8	107	1	5	3.99	0.906
EM_9	107	1	5	3.81	0.992
EM_10	107	1	5	3.66	1.027
EM_11	107	1	5	3.96	0.751
Valid N (listwise)	107				

The mean scores of Work life balance and Employee morale indicate the degree of agreement of the respondents. Likert scale is used to analyze the opinions of the respondents, 1= strongly disagree, 2= Disagree, 3= Neutral, 4= agree and 5= strongly agree. The mean scores is measure to know whether the employees have agreed to the statements or not. In case of work life balance the code given is WLB. The mean scores for all items is between 3-4 which indicates there is meager agreement towards the statements. In case of Employee morale – EM_5 and EM_7 is for group employee morale and the rest is for individual employee morale. EM_8 enquires whether employees have a clarity on their responsibilities got highest mean scores of 3.99 indicating strong agreement. The lowest mean score of 2.99 showing disagreement when asked whether the organization ensures a secure environment for the employees.

5.4.　FACTOR ANALYSIS

Factor analysis is used in the study to reduce the large number of variables into a fewer number of significant factors. The technique extracts maximum common variance from all variables and puts them into a common score. As an index of all variables this score is used for further analysis. There are different methods for doing factor analysis and Principal Component Analysis is used in this study. PCA starts extracting the maximum variance and puts them into the first factor. After that it removes that variance explained by the first factors and then starts extracting maximum variance for the second factor. This process goes to the last factor. After the extraction the following components are selected.

Table 7- Principal Component Analysis

Rotated Component Matrix[a]	Component		
	1	2	3
WLB_1	0.965		
WLB_2	0.965		
WLB_3	0.957		
WLB_4	0.954		
EM_2	0.507		
EM_8		0.895	
EM_11		0.868	
EM_9		0.843	
WLB_5		0.718	
EM_5			0.947
Extraction Method: Principal Component			
a. Rotation converged in 4 iterations.			

5.5. CORRELATION FOR THE SELECTED COMPONENTS

The study has find out the correlation for the selected components and in that WLB_5 & EM_8 has shown the highest correlation of .611. WLB_5 enquires about whether the employee is getting enough time for regular health check ups & EM_8 enquires whether the employee is having a clarity on his/her job responsibilities. As it is showing a high correlation of .611 it can be inferred that when the employee is free from health concerns he/she can have more concentration on their job and will be having a good clarity on their roles and responsibilities.

Table 8- Correlation

Correlations		WLB_1	WLB_2	WLB_3	WLB_4	WLB_5	EM_2	EM_5	EM_8	EM_9	EM_11
WLB_1	Pearson Correlation	1	1.000**	.979**	.995**	.318**	.382**	0.134	.459**	.327**	.363**
	Sig. (2-tailed)		0.000	0.000	0.000	0.001	0.000	0.170	0.000	0.001	0.000
	N	107	107	107	107	107	107	107	107	107	107
WLB_2	Pearson Correlation	1.000**	1	.979**	.995**	.318**	.382**	0.134	.459**	.327**	.363**
	Sig. (2-tailed)	0.000		0.000	0.000	0.001	0.000	0.170	0.000	0.001	0.000
	N	107	107	107	107	107	107	107	107	107	107
WLB_3	Pearson Correlation	.979**	.979**	1	.954**	.308**	.385**	0.145	.432**	.299**	.332**
	Sig. (2-tailed)	0.000	0.000		0.000	0.001	0.000	0.138	0.000	0.002	0.000
	N	107	107	107	107	107	107	107	107	107	107
WLB_4	Pearson Correlation	.995**	.995**	.954**	1	.318**	.374**	0.126	.466**	.336**	.373**
	Sig. (2-tailed)	0.000	0.000	0.000		0.001	0.000	0.195	0.000	0.000	0.000
	N	107	107	107	107	107	107	107	107	107	107
WLB_5	Pearson Correlation	.318**	.318**	.308**	.318**	1	0.094	.312**	.611**	.512**	.510**
	Sig. (2-tailed)	0.001	0.001	0.001	0.001		0.336	0.001	0.000	0.000	0.000
	N	107	107	107	107	107	107	107	107	107	107
EM_2	Pearson Correlation	.382**	.382**	.385**	.374**	0.094	1	-0.105	0.111	0.073	0.148
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.336		0.280	0.256	0.455	0.128
	N	107	107	107	107	107	107	107	107	107	107
EM_5	Pearson Correlation	0.134	0.134	0.145	0.126	.312**	-0.105	1	0.146	.404**	-0.176
	Sig. (2-tailed)	0.170	0.170	0.138	0.195	0.001	0.280		0.133	0.000	0.070
	N	107	107	107	107	107	107	107	107	107	107
EM_8	Pearson Correlation	.459**	.459**	.432**	.466**	.611**	0.111	0.146	1	.765**	.776**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.256	0.133		0.000	0.000
	N	107	107	107	107	107	107	107	107	107	107
EM_9	Pearson Correlation	.327**	.327**	.299**	.336**	.512**	0.073	.404**	.765**	1	.649**
	Sig. (2-tailed)	0.001	0.001	0.002	0.000	0.000	0.455	0.000	0.000		0.000
	N	107	107	107	107	107	107	107	107	107	107
EM_11	Pearson Correlation	.363**	.363**	.332**	.373**	.510**	0.148	-0.176	.776**	.649**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.128	0.070	0.000	0.000	
	N	107	107	107	107	107	107	107	107	107	107

5.6. REGRESSION

As WLB_5 & EM_8 has shown the highest correlation of .611 regression analysis is done for these variables. WLB_5 enquires which enquires whether the employee is getting proper time for regular health check ups & EM _8 which enquires whether the employee is having clarity on their job responsibilities indicates the relationship between physical wellness and employee morale.

Table 9- Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611[a]	0.373	0.367	0.721

a. Predictors: (Constant), WLB_5

Table above reflects the model summary of regression of Work Life Balance and Employee morale. The regression statistics of R square and adjusted R square values are 0.373 and 0.367 respectively.

Table 10-Anova

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.464	1	32.464	62.516	.000[b]
	Residual	54.526	105	0.519		
	Total	86.991	106			

a. Dependent Variable: EM_8

b. Predictors: (Constant), WLB_5

The regression model of Work Life Balance and Empployee morale is statistically significant since the F value of the model is 62.5 with 1 and 86.9 degrees of freedom is statistically significant sine its p value is 0.00.

Table 11-Regression Coefficients

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.053	0.255		8.055	0.000
WLB_5	0.526	0.067	0.611	7.907	0.000

a. Dependent Variable: EM_8

- The un-standardized regression coefficient of WLB is 0.526 and its t value is 8.055. Since the t value of WLB is statically significant and it can be inferred that the Work life balance has positive outcomes on Employee morale, therefore, the hypothesis of Work life balance programmes have an influence on the morale of IT service sector employees in Bengaluru is accepted.

6. SUGGESTIONS

The study suggests a bottom line model of **work -life revamp** practices which can have a positive impact on The study suggests that work life balance programmes should be modified based on the changing nature of the work force, incorporating the generational differences as well as the gender differences in IT organizations. Owing to the cut throat competition, work pressure, & work- family conflicts the morale of emolyees will get affected and chances for employees to be effectively engaged in their work will be less. So the organization should mould an 'organization culture model' which sees a perfect blend of the aspirations, innovative ideas,
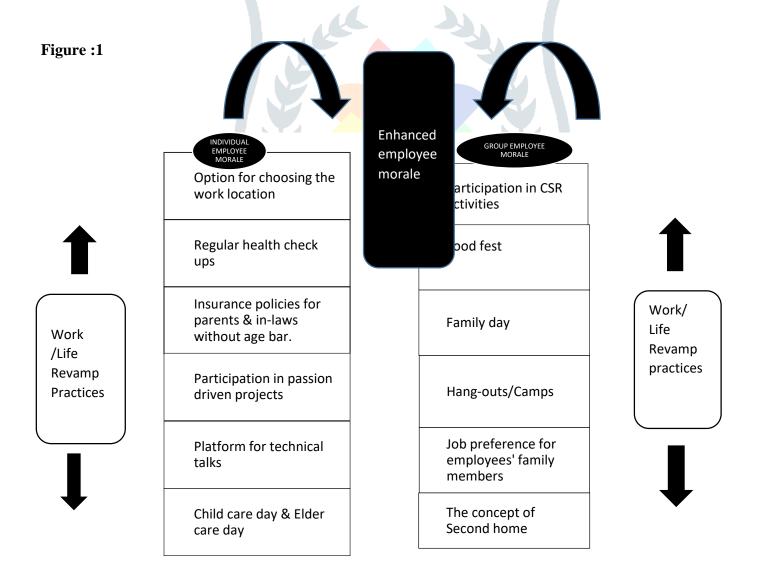
family concerns , organizational member support & healthy competition .So the study identifies the need for adopting a "work-life revamp" model by IT service sector organizations where the employees along with finding a balance between personal and professional life are able to have quality family time without any professional intrusion ; at the same time at the work place they should feel as a second home, where they could accomplish their career goals and passion with the support of coworkers, superiors & subordinates.the individual as well as group employee morale.

6.1. THE CONCEPT OF "WORK LIFE REVAMP"

- The concept of "work life revamp" refers to the ***remodeling & recasting*** of work environment in a manner that incorporates the ***family priorities of the employees with due respect*** & thereby enable the employees to deliver and enjoy ***both the family and professional time without any intrusion*** from the opposite side by ensuring a ***smooth mobility/transition*** for the employees from work place to home and vice versa by incorporating the concept of ***"Second Home".***

The features of the concept "Work Life Revamp" include

- Provides maximum opportunities for the employees for their career development through sufficient exposure

- Encouraging the concept of ***"self competition"*** instead of "cut throat competition" which can bring about incremental improvement for the employees on an every day basis

- Provides a platform for clubbing the passion of employees with the objectives of the organization .

- Considering the family members of the employees as organization members.

Figure :1

6.1.Bottomline model of Work/Life Revamp for inducing individual and group employee morale in Indian IT service organizations.

A.   WORK /LIFE REVAMP PRACTICES FOR INDUCING INDIVIDUAL EMPLOYEE MORALE.

- **Option for choosing the work location.**

As travelling has become a huge hurdle in most of the cities of India, employees always prefer work locations near to their stay. If the organizations can implement such an option for choosing the nearest branch for working in possible occasions this can boost up the morale of employees. Such a policy can reduce the travelling time as well as the fatigue of employees and can ensure quality family time & quality work time for the employees.

- **Regular health check ups**

The changed lifestyle & food habits along with a professional rat race has increased the health issues among IT service sector employees. Most of the employees won't get proper time for health check ups & necessary treatments. As the employees are the assets of the organizations, it is the duty of the organization to take timely measures for maintaining the health of its employees. Implementing regular health check ups for the employees will definitely help them to retaliate from stress related to health issues.

- **Insurance policies** for parents & In laws without the purview of age bar.

Eldercare has become an important concern for employees as well as the organizations. Treatment expenses can create imbalances in the employee's life as most of the insurance policies are restricted to particular age limit. Considering this situation now organizations has started to provide a wider insurance coverage for the elder people of the employees irrespective of their age.

- **Participation in Passion driven projects**.

Monotonous & unchallenging work will adversely affect the morale of employees. If the organization can recognize the passion of employees and if they are given a chance to participate in projects of their interest it will create a sense of oneness among the employees with the organization and this can boost up their morale.

- **Platform for technical talks**

Being knowledge workers it is mandatory for IT employees to upgrade them and update their technical skills and knowledge according to the technological transformations. Along with gaining knowledge sharing of knowledge is also needed for the success of such organizations and the organizations should provide the employees a platform for updated tech talks. The feeling of being recognized by the organization and coworkers will definitely have a positive impact on the employee morale.

- **Child care day & Eldercare day**

Most of the employees often find themselves in a sense of "obligation conflict" when they couldn't attend their kids' PT meeting, when they are compelled to drop sick kids in the day care & when they couldn't spend time with the aged parents and likewise situations. This obligation conflict can gradually affect the morale of the employees and can lead to job dissatisfaction and disengagement in the job. The organizations should implement an optional 'Child care and Elder care day' for meeting the needs of junior & senior citizens of their employees' life.

B.   WORK/LIFE REVAMP PRACTICES FOR INDUCING GROUP EMPLOYEE MORALE

- **Participation in CSR activities**

The concept of Corporate Social Responsibility has been evolved into a 'binding factor' from a mere 'branding strategy. Organizations should recognize this fact and should ensure active participation of employees in its CSR initiatives. The social value created through these efforts will develop a togetherness among the employees and it will also help to inculcate a positive attitude towards the job, job environment and the organization as a whole.

- **Food fest**

For reducing the formal tint of work space and to propogate a family feeling 'Food Fests" can be a best option for the IT service organizations. These kinds of fests will reduce the work stress and will make the relationships among the coworkers more cordial.

- **Family day**

Celebration of family day helps to transcend a feeling of 'unanimity' among the employees as well as their family members and provides the employee families an opportunity to meet together.

- **Hang outs/camps**

Hangouts/Camps is another effective method for inducing group morale among employees. Hang outs/Camps helps to develop a sense of team spirit among the employees & will motivate them to work together for achieving organizational success.

- **Job preference for employees' family members.**

Supporting employees and their families by providing job preference is an effective work/life enrichment method & this will help to enhance the commitment of employees towards the organization. This in one way helps the organization to build a strong employee base.

7.   CONCLUSION

The study finds that Work life balance programmes have a significant influence on the morale of employees in IT service sector organizations. Even though the concept of work life balance is changing its way to more assimilated domains like work life integration & work/life enrichment, its underpinning demands a proper balance between the personal, professional & social life of the employees. The study indicates that work life balance programmes in organizations have a positive influence on the individual morale of employees; but it might not be sufficient for evoking group morale. So the organizations should incorporate in their culture 'Work/life revamp practices' for an enhanced individual and group morale. The study showcases how the inherent work life balance initiatives taken by the organization is impacting upon the employees' proactive behavior. Work life balance programmes are found to have a strong influence on the 'employee morale' of employees & this in turn can catalyzes the citizenship behaviour of employees. The outcome of the study emphasizes the parity of interlinkages between organization and its employees which empower the employees through their passion & potential for the preeminence of the organization.

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