



## Impact of Work Life Balance on Job Satisfaction and Employee Turnover in IT sector

Mrs. Parija Bhise, Research Scholar, Neville Wadia Institute of Management Studies and Research, Pune. Assistant Professor, International Institute of Management and Human Resource Development (W). Pune, India

Dr. Anand Dadas, Research Guide, Director and Research Centre Head, Neville Wadia Institute of Management Studies and Research, Pune

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### Abstract

Work-life balance is a condition in which conflicts between work and personal life are reduced by having appropriate regulations, encouraging management, provisions at work, and positive personal relationships. Work-life balance is thought to have an impact on employee performance and job happiness. Employees' ability to balance their professional and personal lives lowers workplace stress and boosts job satisfaction. The value of work-life balance in terms of employee creativity and productivity has been recognised by organisations. To encourage employees to work effectively, employers are now providing flexible work schedules, team outings to healthcare facilities, and child care facilities. The objective of this research study is to study the impact of work life balance on job satisfaction and employee turnover. The researchers have collected the data from 90 respondents using survey method with the help of well-structured questionnaire. Descriptive research design is found to be appropriate for the study. Convenience sampling method is selected to choose sample size. The outcome of this study will be beneficial to all organizations specially information technology companies.

**Keywords:** Work life balance, Job satisfaction, Employee turnover, Information technology, etc

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### Introduction

In popular culture, the phrase "work-life balance" (WLB) is becoming more and more common. The scholarly understanding of the WLB notion, however, is not as strong and comprehensive as the term's widespread application may imply. The growth of WLB theory, according to researchers, has not kept up with the idea's popularity. The majority of the research to date has assumed that the

WLB is primarily a concern for working parents and that the important burden in the life phase of the WLB is taking care of dependent children. This became obvious when we discovered that the bulk of studies on the WLB only took into account the family in the "life" portion of the balance, i.e., the work-family balance (WFB).

The definition of job satisfaction (JS) is "the level of employee's positive and



effective orientation toward employment by company" (Azeem & Akhtar W, 2014). Since job satisfaction can be defined differently by different employees within a company, many organisations struggle to measure it accurately. However, most organisations are aware that employee job satisfaction affects their ability to perform at work (MSQ). These evaluations aid in the objective definition of job satisfaction by management. Workers who struggle to balance their personal and professional obligations can disrupt the collaborative work environment and set a poor example for others.

Job satisfaction can be seen as one of the most important factors in terms of the efficacy and efficiency of business organisations. The new management paradigm, which stresses that employees should be treated and prioritised as human beings with their own wants, ambitions, and personal aspirations, actually serves as the best example of the relevance of JS in modern enterprises. If forced to remain in an unfulfilling position, employees may experience job stress that compromises their overall mental wellbeing.

Work-life balance is largely a term that has its roots in Western management philosophies, Infosys, Wipro, Yahoo India, and Google India. Numerous companies, including Dell India, Microsoft India, Accenture, and HCL Technologies, have already started moving in this route. The following actions are done by Indian businesses to keep a healthy work-life balance at their workplaces:

- Working from Home
- Plan work in a way that you can take the weekend off
- Plan work in a way that you can take the weekend off
- Making full use of the company's facilities
- Optimization of time at work

### **Literature Review**

Because businesses want to know how to reduce labour turnover and reward their best employees, job satisfaction is the variable in organisational research that is most commonly investigated. Any combination of psychological, physiological, and environmental factors that prompts a person to honestly state they are pleased with their employment is characterised as JS (Rani, Kamalanabhan, & Selvarani, 2011). (McNall, Masuda, & Nicklin, 2010) claim that JS is influenced by a variety of extrinsic circumstances.



However, Vroom places a strong emphasis on the employee's position in the workplace in his definition of JS. Therefore, he defines JS as an individual's emotive orientation toward the work role they are now performing (Yadav & Dabhade, 2013).

Although notions like work-life conflict and work-family enrichment can also be employed in literature, work-life balance has a different meaning. A type of role conflict is work-family conflict. Some components of the role expectations that result from the demands of both job and family are characterised as being incompatible with one another. Work-family enrichment is correlated with how much knowledge gained from one position enhances performance in another (Greenhaus & Beutell, 1985).

Anand Pawar, I., discovered that the term "quality of work life programme" is a catch-all phrase that incorporates any development in organisational culture that promotes the dignity and growth of employees in his article titled "Quality work-life and job satisfaction of employees in VTPS." Concerned with both the effects of work on individuals and on organisational effectiveness, quality of

work life. In their essay titled "Creating constructive work environment to improve quality of work life of Coimbatore-based IT workers," Gunasundari, K., and Muthumani, M., make an attempt to study the topic.

In her article titled "Impact of work-life balance on women employee's absenteeism and turnover- an emerging paradigm in issues of HR practises," Thrivenikumari. discovered that as more women enter the workforce, they increasingly find it difficult to balance the conflicting demands of work and family. In their study titled "A Critical Study on Work-Life Balance of BPO Employees in India," Smita R. Chavan and Balkrushna Potdar examined the effects of the outsourcing sector on Indian society and people. Impacts of both a good and negative nature have been examined.

In contrast to this study, (G.Delina, 2013) found that working women in India lack a work-life balance regardless of the sector in which they are employed, with professionals in the IT sector having the most trouble juggling work and family obligations, followed by academics and then working women in the health care sector. (Raga Sudha Addagabottu, 2015) suggested a significant level of



difference in the level of work conflict among women employees based on their organisational sectors.

Workplace environments have been linked to work-life balance, according to research by Joanna Hughes, Raga Sudha Addagabottu (2015), and Karin Newman (2002). Improving workplace conditions has also been proposed as a key retention tactic and component that affects employee balance.

(Wendy C. Marcinkus, 2007) in a gender-based study suggested that

women received more personal and instrumental social support than work-based social support and work-based social support (David Cegarra-Leiva, 2012) suggested that Work Life Balance (WLB) supportive culture is mediator between Work Life Balance (WLB) practise availability and organisational result; (Ma. Regina, 2013) argued about organizational support mediating the relation between work life conflict and turnover intention.

## **Research Methodology**

### **Objectives of the study**

- To study the concept of work-life balance, job satisfaction and employee turnover.
- To identify the impact of work life balance on employee job satisfaction.
- To identify the impact of work life balance on employee turnover.

### **Hypothesis of the Study**

H1: There is a positive relationship between work home interaction and job satisfaction.

H2: There is a significant relationship between job satisfaction and employee turnover.

### **Scope of the study**

- The study is conducted across Pune City.
- The study is related to only employees working in IT sector.



**Following methodology was designed for the study to collect primary data**

- a. Identify a sample of 90 employees from Pune City, using convenience sampling.
- b. Design and validate questionnaire
- c. Seek responses on a 5-point frequency scale.
- d. Conduct the survey
- e. Analyze the results

**Scheme formed for testing of hypotheses**

- a. Responses were collected under 2 sections
- b. For each of the sections an average was calculated.
- c. Percentages to questions under a particular section of the questionnaire were averaged to get a single score for that section,
- d. P-values were calculated, and the null hypotheses were checked for rejection or non-rejection.

**Reliability and Validity**

The researcher has carried out reliability test using SPSS. The Cronbach’s Alpha identified is 0.785, and it is more than 0.700, that’s why the Questionnaire is measured to be reliable. The researcher has used face validity and content validity and confirmed that this research tool is valid for the study.

**Research design**

Type of Research Design	Descriptive Research Design
Sampling Technique	Non-Probability Convenience Sampling
Sampling Area	Pune City
Sample Size	90
Primary Data	Well-structured questionnaire
Secondary Data	Research papers, Articles, Books, Journals etc.
Data Analysis tools	IBM SPSS-20 and Ms Excel-2010

Source: Generated by Researcher

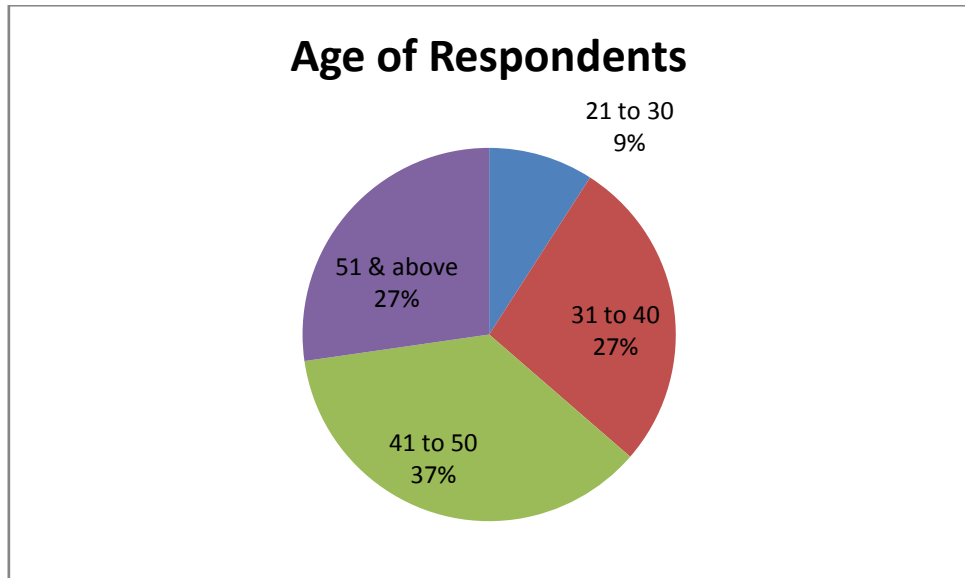
**Data Analysis**

**Age of Respondents**

Age	Frequency	Percentage
21 to 30	9	10
31 to 40	27	30

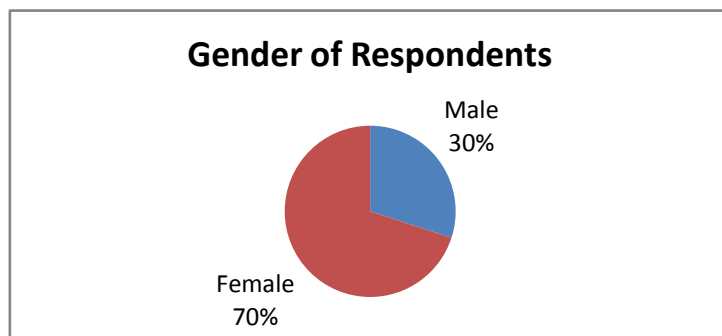


41 to 50	37	40
51 & above	27	30
Total	90	100



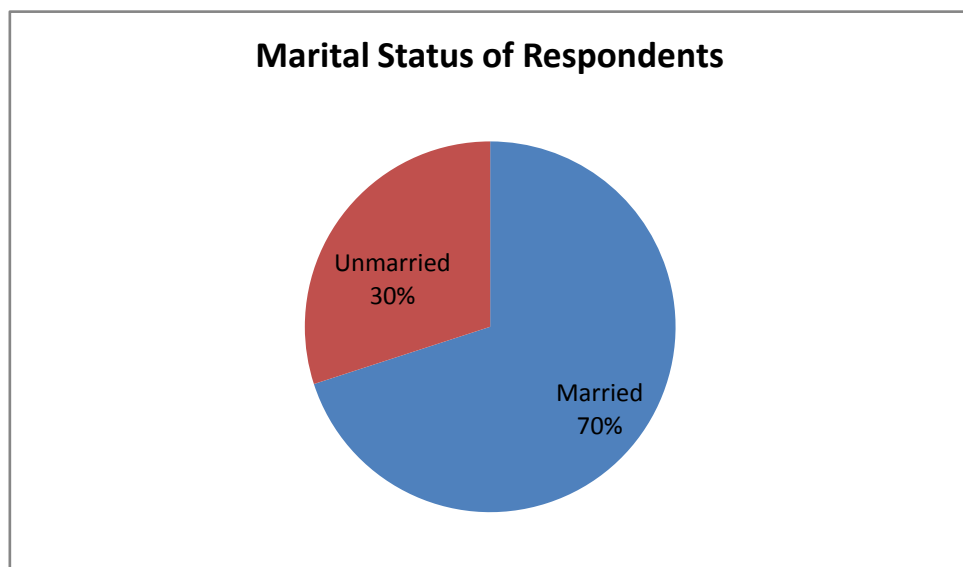
### Gender of Respondents

Gender	Frequency	Percentage
Male	27	30
Female	63	70
Total	90	100



### Marital status of Respondents

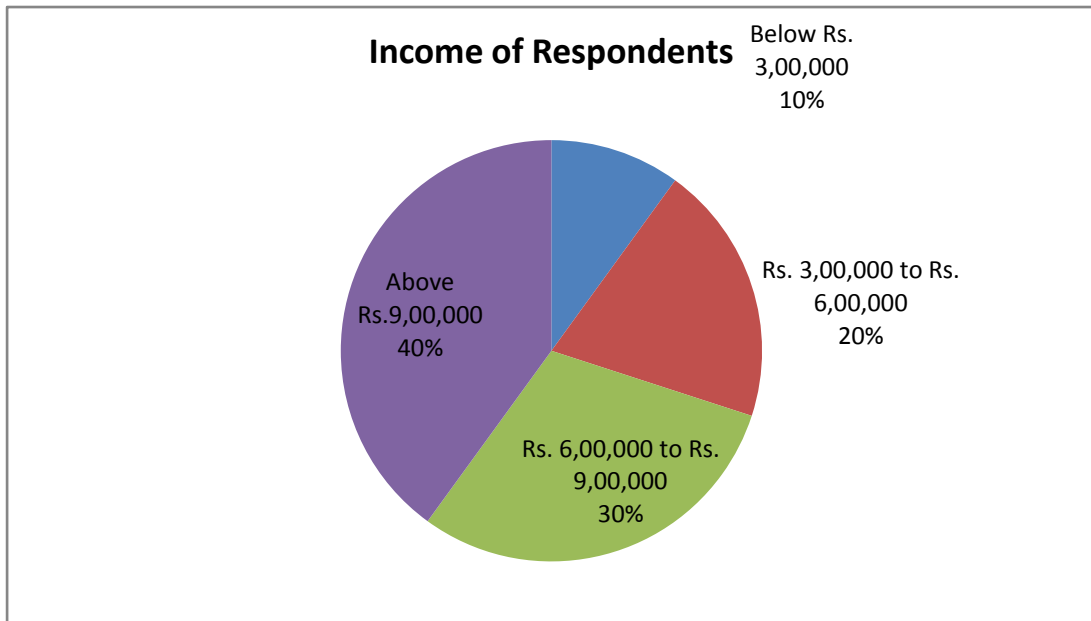
Marital Status	Frequency	Percentage
Married	63	70
Unmarried	27	30
Total	90	100



### Income of Respondents

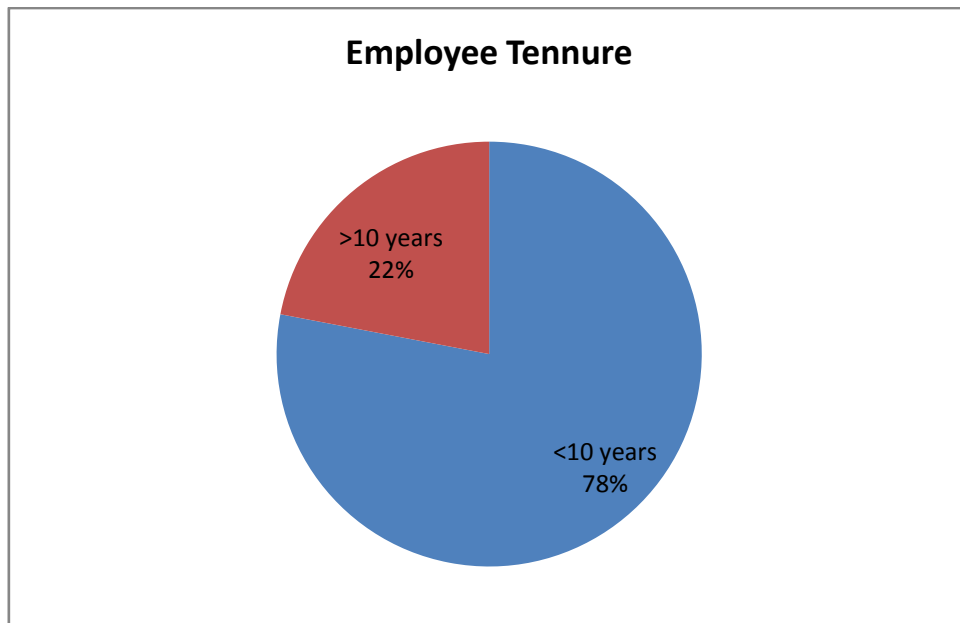
INCOME	Frequency	Percentage
Below Rs. 3,00,000	9	10
Rs. 3,00,000 to Rs. 6,00,000	18	20
Rs. 6,00,000 to Rs. 9,00,000	27	30
Above Rs.9,00,000	26	40
Total	90	100





### Employee Tenure of Respondents

Employee tenure	Frequency	Percentage
<10 years	70	78
>10 years	20	22
Total	90	100

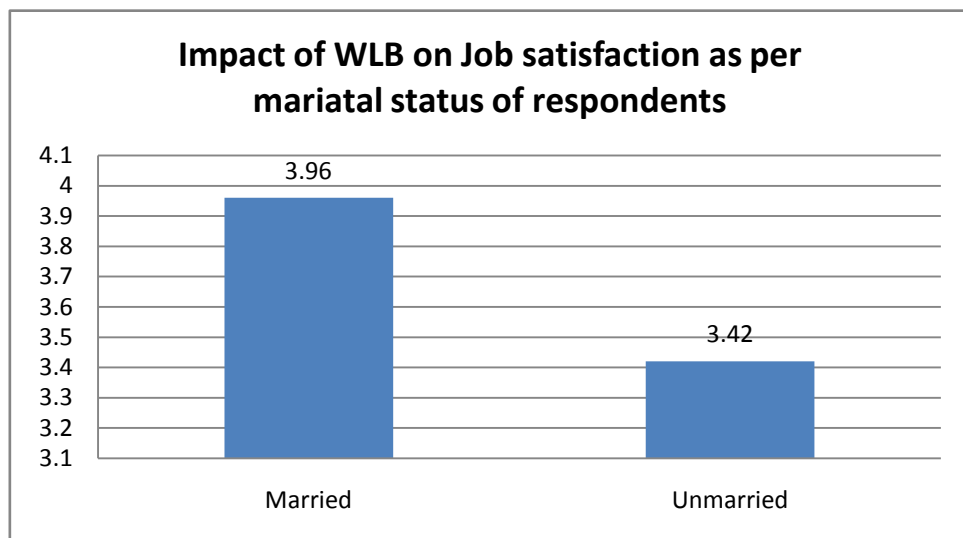


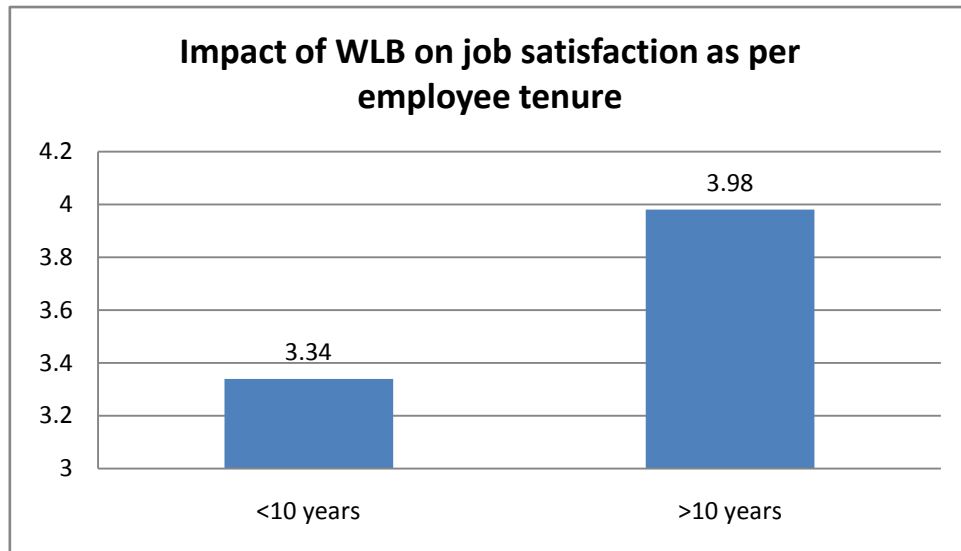


## Employee opinion about impact of work life balance on job satisfaction

5 Point Rating scale	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
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	Mean
Marital status	
Married	3.96
Unmarried	3.42
Employee tenure	
<10 years	3.34
>10 years	3.98

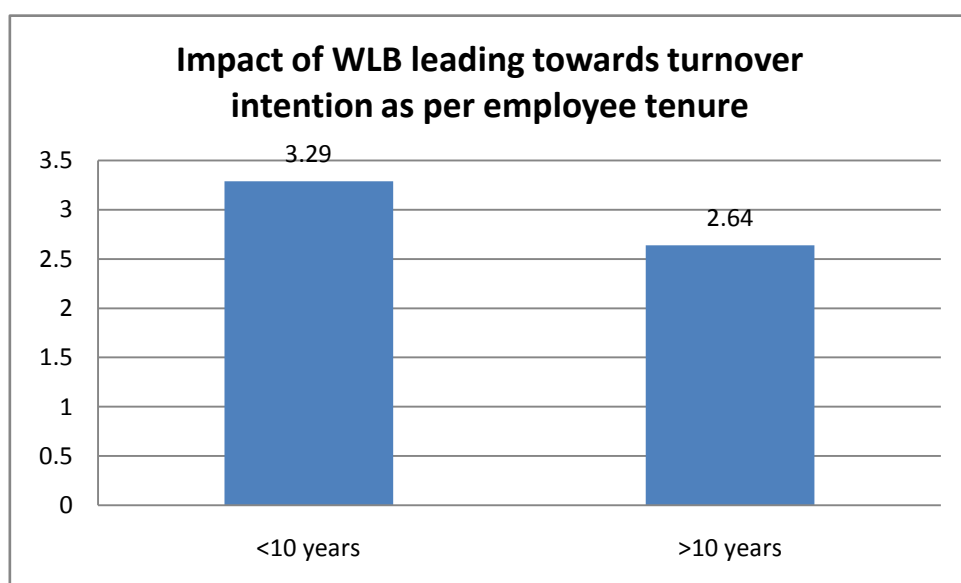




### Employee opinion about impact of work life balance leading towards turnover intention

5 Point Rating scale	Very poor	Poor	Neutral	Good	Very good
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	Mean
Employee tenure	
<10 years	3.29
>10 years	2.64



### Hypothesis Testing

Predictor	Job satisfaction			Employee turnover		
	$\beta$	t	$sr^2$	$\beta$	t	$sr^2$
Age	0.04	0.4		-0.11	-1.42	
Gender	0.14	-1.42		0.18	2.09	0.02
Marital status	0.16	1.64		-0.01	-0.17	
Tenure	0.11	1.104		0.08	1.1	
NWHI	-0.26	-2.62	0.04	0.34	3.89	0.07
PWHI	0.44	3.28	0.08	-0.71	0.52	
NHWI	0.16	1.56		0.14	-1.46	
PHWI	-0.01	-0.05		0.01	0.14	
Overall work-life balance	0.00	0.02		0.1	0.92	
Overall job satisfaction				-0.68	-6.99	0.24
Overall job satisfaction x Overall work-life balance				0.11	1.38	
<b>Model</b>						
Fp	6.82			13.95		
Adjusted R <sup>2</sup>	.40			.65		

Variable	Biographical group	N	Mean	SD	Levene's test for equality of variance	t-test for equality of means		Cohen d
					Fp	t	df	
Overall job satisfaction	Marital status	Married	70	3.96	1.04	2.85	88	0.64
		Unmarried	20	3.42				
Overall job satisfaction	Tenure	<10 years	70	3.34	1.04	3.46	88	0.82
		>10 years	20	3.98				
Turnover	Tenure	<10 years	70	3.29	2.45	2.27	88	0.54



intention		>10 years	20	2.64	1.14				
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- N = 90,  $p \leq .001$ ; \*\*  $p \leq .01$ ; \*  $p \leq .05$ .
- NWHI: negative work-home interaction;
- PWHI: positive work-home interaction;
- NHWI: negative home-work interaction;
- PHWI: positive home-work interaction.

After hypothesis testing we can say that null hypothesis are rejected and both the alternative hypothesis are accepted for this research study.

work life balance and employee retention etc.

### Conclusion

From the study it is observed that work life balance have significant impact on job satisfaction and employee turnover. Companies should improvise and think of new ways to meet the various needs of their personnel. Because the policies have an impact on both the individual and the business, extreme caution must be used while establishing and implementing them. The organization's work-life balance policy should be made known to the staff. This research will be beneficial to academicians, students and industries. Organizations can design new policies related to work culture. There is also scope for further research in this study related to work life balance of remote workers, work life balance and health of employee,

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