

Perception of Working Women Employees to Work-Life Balance in IT Sector

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Abstract

Today's workforce encompasses a wide variety of employees with specific needs and resources when it comes to balancing work and life roles. The phrase 'work-life balance' has become a bit of a buzz phrase within the workforce. This paper focus on the perception of working female employees of IT sector in Gurgaon (Haryana). A sample of 105 working female employees has been selected for the study. Descriptive statistics and ANOVA test is used for the analysis of the study. Study analyzed the perception of female employees working in IT sector to the work life balance on the basis of marital status. Results revealed that married working female employees are affected by job activities at workplace and responsibilities of home. While, unmarried and divorced/separated working female employees are less affected by these type of activities as compared to the married working female employees.

Keywords: Working female employees, marital status, perception.

INTRODUCTION

Human resource of the organization is an important asset considered for sustainable competitive advantage, survival and the success of the organization. Organizational goals are the main motive of each and every employee who is working in an organization. Certain factors influence the behavior of the employees and it is necessary for the organization to look after these factors which affect the behaviors of the employees so that the productivity and profitability of the organization can be maintained and improved. Quality of work life is related to welfare of the employees at workplace, and it also affects the lives outside the workplace of employees such as family, leisure and social needs. The psychological needs of the employees can be met through the use of quality work-life techniques. One of the factors is work-life balances which affect the behavior of the employees. Work-life balance is a comprehensive term in this diverse workforce. It is a multidimensional issue as it is connected to the immigration, discrimination and the laws relating to the

employment. More and more women are coming in the profession especially in the morning shift i.e. 9am to 5pm. Most of the working professionals feel the need to balance their work and their personal life.

Casio (1992) defined the quality of work life in two aspects i.e. mentally and objective. The objective of the quality of work life depends upon the objective circumstances and procedures that include promotion policies, participatory supervision by involving employees in decision making and safe working conditions. In mental definition the quality of work life is the perception of employees' physical health and psychological health at their work place. In other words, the quality of work life means mental imagines and perception of employees from the physical and psychosocial point of view at the work place. Schermernhorn & John (1998) believes that in order to improve the quality of work life, the following factors must exist in the organization: fair and adequate pay, health and safety of workers, creating opportunities to learn, growth in the professionalism path, professional integrity in the organization, support of individual rights and proud of the job. Work-life balance has always been a matter of concern for those who are interested in the quality of working life and its relation to broader quality of life (Guest, 2002). The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' quality of work life to satisfy both the organizational objectives and employee needs.

REVIEW OF LITERATURE

A lot of stress will be experienced by the employees if their needs of them are not fulfilled (Emadzadeh *et al.*, 2012). Casio (1998) examined that domination of quality of work life affect from eight aspects. These eight aspects are the amount of: communication, employee involvement,

desire and motivation to work, job security, career progress, solving problems, salary, and pride of a job. Hill *et al.*, (1998) investigated that more employees are telecommuting or bringing work home, thus blurring the boundaries between work and non-work life.

Lewis (1998) suggests that the quality of work life is correlated with commitment and performance of employee correlated. Huang *et al* suggest that feelings and perceptions of employees from quality of work life has a considerable effect on organizational commitment. Porras & Silver (1998) believes that the quality of work life is one of organizational interventions that have a great impact on the changes planned. They argue that the subsets of organizational development are organizational arrangements, quality circles, share of income, schedule of works, organizational structure, social factors, theories of personality, technical systems. Lester (1999) argued that technology can help and hinder work-life balance by making work more accessible at all times of the day and night, and also in terms of enabling a more flexible approach to when and where to work. Glynn *et al.*, (2002) introduced that the work-life balance includes a number of aspects such as (1) how long people work; (2) when people work; and (3) where people work. Guest (2002) believes that it is possible to investigate the trend of work-life balance and its developments which influence the well-being and job outcomes of employees at work.

White *et al.*, (2003) examined the concept and said that work-life balance not only includes the family-friendly perspectives of earlier HR policies, but is also much wider in the sense that it seeks to help all employed people, irrespective of marital or parental status so that employees can experience a better fit between their professional and private lives. Maxwell and McDougall, (2004) investigated about adjusting working patterns regardless of age, race or gender, and find a rhythm to help them combining work with their other responsibilities or aspirations. Scholaris & Marks (2004) examined that work-life balance has important consequences for employee attitudes towards their organizations as well as for the lives of employees. Robbins (2005) examined that work-life balance grabbed management's attention in the 1980s, largely as a result of the growing number of women with dependent children entering the workforce. Bird (2006) examined the concept and opined that work-life balance was initially recognized and construed as a concern for working mothers; it now includes all classes of employees. Dundas (2008) argues that work-life balance is about effectively managing the act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation. Thus, employees who experience high work-life balance are those who exhibit similar investment of time

and commitment, to work and non-work domains (Virick, Lily & Casper, 2007). Adhikar and Gautam (2010) revealed that quality of work life lead to create motivation, loyalty and flexibility in the workforce. All these factors are crucial for competitiveness of organizations Quality of work life also leads to reduce absenteeism and turnover rates of employees and increase their job satisfaction.

OBJECTIVES OF THE STUDY

- 1) To study the impact of job on home of working women on the basis of marital status.
- 2) To study the impact of home on job of working women on the basis of marital status.
- 3) To study the impact of job on health of working women on the basis of marital status.

Ha 1-There is no significant difference in the perception of working female employees on the basis of marital status with respect to impact of work on home.

Ha 2- There is no significant difference in the perception of working female employees on the basis of marital status with respect to impact of home on job.

Ha 3- There is no significant difference in the perception of working female employees on the basis of marital status with respect to impact of job on health.

RESEARCH METHODOLOGY AND SAMPLE DESIGN

The study is an exploratory one to determine the problems of women employed at IT sector in Gurgaon (Haryana), focusing on three main areas: job, health and family. A convenience sample of 105 respondents was drawn randomly from four IT companies at Gurgaon in Haryana, Accenture, HP, Dell and Ericsson. A structured questionnaire was circulated among the middle and lower level women employees. The respondents were asked to rate their agreement level on a 5-point Likert scale, ranging from '1=strongly disagree' to '5=strongly agree'. These data were analyzed through descriptive and ANOVA statistics. The data was divided into three heads: 'impact of work on home', 'impact of home on work' and 'impact of job on health'. Out of 105 respondents, 58 (55%) working women are married. 39 working female employees are unmarried and only 8 are divorced/separated. High mean score reflects strongly agree with the statements and low mean score means strongly disagree with the statement. ANOVA test is used to know the significant difference in the perception of working female employees on the basis of marital status (unmarried, married and divorced/separated) to the dimensions of work-life balance.

Table 1: Perception of working female employees on the basis of marital status regarding impact of work on home

Sr. No.	Statements	Marital Status	N	Mean	SD	F-value (p-value)
1.	Feeling tiredness at home due to work in office.	unmarried	58	2.2241	0.93739	56.960 (0.000)*
		married	39	4.1026	0.68036	
		Others	8	3.0000	0.92582	
2.	Work load in office affect me to do work at home.	unmarried	58	1.9138	1.01367	67.750 (0.000)*
		married	39	4.4103	0.88013	
		others	8	2.6250	1.76777	
3.	Non-involvement in decision making at home due to work problems.	unmarried	58	2.0517	0.98091	72.804 (0.000)*
		married	39	4.3590	0.84253	
		others	8	4.2500	1.38873	
4.	Not able to spend much time with family due to work problems.	unmarried	58	1.6552	0.66363	107.892 (0.000)*
		married	39	4.3846	0.96287	
		others	8	3.0000	1.77281	
5.	Like to quit job to help family.	unmarried	58	2.1034	1.03770	32.893 (0.000)*
		married	39	3.8205	0.82308	
		others	8	2.7500	1.66905	

Source: Primary Source

*indicates 0.05 significance level

M=Mean, SD=Standard Deviation

Table-1 explores the impact of home on work with the help of various dimensions on female employees working in IT sector. There is significant difference found in the various categories of marital status regarding tiredness at home due to work in office (F=56.960, p=0.000), work load in office affects work at home (F=67.750, p=0.000), non-involvement in decision making at home due to work problems (F=72.804, p=0.000), less time spending with family (F=107.892, p=0.000) and like to quit job for family (F=32.893, p=0.000). Unmarried workers are dissatisfied to the statements that tiredness occurs due to work in office (M=2.2241, SD=0.93739), workload in office affects work at home (M=1.9138, SD=1.01367), non-involvement in decision making at home due to work problems (M=2.0517, SD=0.98091), not able to spend much time with family due to work problems (M=1.6552, SD=0.66363) and like to quit job to help family (M=2.1034, SD=1.03770). Married female employees are highly satisfied with the statements that they are feeling tiredness due to work in office (M=4.1026, SD=0.68036), workload in office affects work at home (M=4.4103, SD=0.88013), non-involvement in decision making at home due to work problems (M=4.3590, SD=0.84253), not able to spend much time with family

due to work problems (M=4.3846, SD=0.96287) and like to quit job to help family (M=3.8205, SD=0.82308). While, divorced or separated female employees are neutral with the statements i.e. tiredness due to work in office (M=3.0000, SD=0.92582), workload in office affects work at home (M=2.6250, SD=1.76777), non-involvement in decision making at home due to work problems (M=4.2500, SD=1.38873), not able to spend much time with family due to work problems (M=3.0000, SD=1.77281) and like to quit job to help family (M=2.7500, SD=1.66905). It can be concluded that married working female employees are affected by the workload at workplace and it results in the fatigue in the family responsibilities. Unmarried working female employees are not affected by the work responsibilities at workplace. Because they don't have family responsibilities as compared to married working female employees. Divorced and separated working female employees are at the average level regarding impact of work on home. Some are satisfied with the impact of work on home and some are dissatisfied to the impact of work on home.

Table 2: Perception of working female employees on the basis of marital status regarding impact of home on job

Sr. No.	Statements	Marital Status	N	Mean	SD	F-value (p-value)
1.	Responsibilities at home reducing efforts to do job.	unmarried	58	2.3793	1.08946	15.801 (0.000)*
		married	39	3.6923	1.19547	
		others	8	3.0000	1.06904	
2.	Family worries and problems distracting me at work.	unmarried	58	2.5000	1.26005	2.921 (0.058)
		married	39	3.1538	1.53106	
		others	8	2.3750	1.40789	
3.	Stress at home makes me irritable at work.	unmarried	58	2.6207	1.50819	0.936 (0.396)
		married	39	3.0256	1.44162	
		others	8	2.6250	1.18773	
4.	Activities at home prevent me getting the amount of sleep that I need to do job well.	unmarried	58	2.6379	1.38537	2.116 (0.126)
		married	39	3.2564	1.51689	
		others	8	2.7500	1.75255	
5.	Difficulty to say 'yes' to extra commitments.	unmarried	58	2.5172	1.18827	15.159 (0.000)*
		married	39	3.5897	1.16343	
		others	8	1.6250	0.51755	

Source: Primary Source

*indicates 0.05 significance level

M=Mean, SD=Standard Deviation

Table-2 depicts the perception of working female employees working in IT sector regarding various dimensions of work-life balance. Significant difference is found in the perception of working female employees with respect to various statements i.e. responsibilities at home reducing efforts to do job (F=15.801, p=0.000) and agree to have extra responsibilities (F=15.159, p=0.000). No significant difference is found in the perception of working female employees regarding statements that family worries and problems distracting me at work (F=2.921, p=0.058), stress at home makes me irritable at work (F=0.936, p=0.396) and activities at home prevent me getting the amount of sleep that I need to do job well (F=2.116, p=0.126). Unmarried workers are of the negative opinion that responsibilities at home reduces efforts to do job (M=2.3793, SD=1.08946), family worries and problems distracting me at work (M=2.5000, SD=1.26005), stress at home makes me irritable at work (M=2.6207, SD=1.50819), activities at home prevent me getting the amount of sleep that I need to do job well (M=2.6379, SD=1.38537) and agree to have extra commitments (M=2.5172, SD=1.18827). Married workers are satisfied with the various statements that responsibilities at home reducing efforts to do job (M=3.6923, SD=1.19547), family worries and problems distracting me at work (M=3.1538, SD=1.53106), stress

at home makes me irritable at work (M=3.0256, SD=1.44162), activities at home prevent me getting the amount of sleep that I need to do job well (M=3.2564, SD=1.51689) and agree to say yes to extra commitments (M=3.5897, SD=1.16343). While, satisfaction level of divorced or separated working female employees vary from neutral to dissatisfaction level. Divorced or separated working female employees are at the above average level of satisfaction to the statements that responsibilities at home reducing efforts to do job (M=3.0000, SD=1.06904), family worries and problems distracting me at work (M=2.3750, SD=1.40789), stress at home makes me irritable at work (M=2.6250, SD=1.18773), activities at home prevent me getting the amount of sleep that I need to do job well (M=2.5172, SD=1.18827) and say yes to extra responsibilities (M=1.6250, SD=0.51755). Unmarried working female employees are free from all responsibilities and all worries about family. While, married working female employees are having all the responsibilities of family and children. So, they are under the pressure while doing job due to family responsibilities. And, divorced and separated working female employees are on the neutral level to all the responsibilities at work due to family worries and other circumstances happen at workplace.

Table 3: Perception of working female employees on the basis of marital status regarding impact of job on health

Sr. No.	Statements	Marital Status	N	Mean	SD	F-value (p-value)
1.	I feel headache daily.	unmarried	58	3.7759	1.20005	0.560 (0.573)
		married	39	3.5641	0.88243	
		others	8	3.5000	1.06904	
2.	I feel sluggish/loss of appetite/digestive problem.	unmarried	58	3.7241	1.29497	1.623 (0.202)
		married	39	4.0000	0.72548	
		others	8	4.3750	1.06066	
3.	I suffer from back pain for long hours sitting in the job without any movement.	unmarried	58	4.2414	0.50646	0.886 (0.416)
		married	39	4.1282	0.57029	
		others	8	4.3750	0.74402	
4.	I feel eyes problems daily.	unmarried	58	3.7069	1.07620	2.691 (0.073)
		married	39	4.0769	0.62343	
		others	8	4.2500	0.46291	
5.	Offensive behaviour during excess work at job.	unmarried	58	3.8793	1.06091	0.802 (0.451)
		married	39	3.8205	1.02268	
		others	8	3.3750	1.18773	

Source: Primary Source

*indicates 0.05 significance level

M=Mean, SD=Standard Deviation

Table-3 interprets the perception of working female employees on the basis of marital status regarding impact of job on health. There is no significant difference found in the perception of working female employees on the basis of marital status with respect to various statements of job which impact on health i.e. headache daily (F=0.560, p=0.573), loss of appetite (F=1.623, p=0.202), back pain (F=0.886, p=0.416), eyes problems (F=2.691, p=0.073) and offensive behavior due to excess work (F=0.802, p=0.451). All working female employees are agree with these statements and shows no significant difference among various groups of marital status. From the above table, it may be conferred that all respondents are suffered from problems that occur due to work at workplace. Hence, impact of job on health of working female employees in IT sector occur.

RESULTS AND DISCUSSION

The study revealed the perception of married, unmarried and divorced/separated working female employees to the different dimensions of work life balance. Married working women in IT sector are affected by the work activities at job, family worries or problems as compared to the unmarried and other working women. Impact of home on work and work on home are easily seen on the married working women than unmarried and divorced/separated working women. From the study, it can be inferred that married working women should maintain work life balance so that no discrepancies occur in the professional and personal life. IT companies

should provide extra-curriculum activities to the working women so that they can take care of their health and hence productivity and profitability of an organization can be improved. All working women should do regular exercises and a good balance should be maintained in family and work.

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