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Impact of job satisfaction, HR policies on work life balance of IT Companies

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Abstract:

The importance of work life balance is well acknowledged, both in the actual world and in the academic community. The results of these research highlight the significance of striking a balance between one's personal and professional lives. Workers' happiness plummets when they can't keep their job and personal life separate. The purpose of this research was to examine the effects of work-family conflict and family work conflict on the mental health of IT workers in India. Individual and group success was evaluated based on how they fared in their regular responsibilities and in their careers.

Companies and workers alike are starting to understand the importance of having a life outside of work. Human resource professionals in the current corporate world are always on the search for ways to boost their organizations' profitability, employee satisfaction, institutional knowledge, and adaptability. The study's context, statistics, and recommendations should help human resource managers improve the work-life balance of their firms and their people. Work-life balance is becoming more difficult to attain due to factors such as global competitiveness, individual lifestyles, differing family values, and an aging workforce. Human resource experts may use the findings of this study to better understand how their companies might benefit from incorporating work-life initiatives. The concept of "work-family" has fallen out of favor in recent years.

India's present and future success depends heavily on the IT sector. All the major IT businesses have offices in India, making it a significant IT hub. The city of Bangalore has been called "Silicon Valley of India" because of its status as India's primary center for the export and

development of information technology. Several IT firms in Bangalore conducted surveys to see how their workers balanced personal and professional responsibilities. We used surveys and in-depth interviews to obtain primary data, and we combed the internet for secondary data from scientific publications, government papers, and mainstream media sites.

Key words: Work life balance - impact on Employee job satisfaction in IT companies- Human resource professionals

Introduction:

Employees at a selection of Bangalore-based IT companies are the focus of this investigation. The purpose of this study is to learn how to strike a healthy work-life balance by having participants complete a professionally designed questionnaire with 27 questions covering demographics and four areas (work-life balance, effect on family life, salary factors, and suggestions for work-life balance). According to the findings of recent studies, human resource managers who are searching for innovative ways to increase their company's competitive edge in the market may choose to focus on improving their employees' work-life balance.

The purpose of this research is to determine whether or not a good work-life balance is associated with greater job satisfaction. The results of this research will have far-reaching implications for the target audience. Scientists should reflect on how they feel about the procedures they're using. As a result, individuals may assess their capabilities and reevaluate their approaches to achieving a healthy work-life balance. The results might provide insight for managers into the factors that contribute to their staff's improved output. Managers and the HR department in particular, may learn from this research how to keep their employees content by promoting a healthy work-life balance.

The concept of Work-Life Balance:

The term "work-life balance" describes the process of equitably dividing one's time between one's job and aspirations and one's personal life, which includes one's health, pleasure, leisure, family, and spiritual growth. The idea behind "work-life balance" is that one's professional and personal responsibilities should be considered as complementary, rather than competing, priorities. Harmony between one's private and professional lives in terms of time management, activity, and contentment. Finding a decent work-life balance may be difficult for workers since they spend so much time at work. The company should take the initiative to address this issue.

The second definition offers more nuances, stating that it is difficult to maintain a perfect work-life balance for all workers since the ideal work-life balance varies from person to person and from stage of life to stage of life. Programs, both official and informal, are available to help workers strike a balance between their professional and personal lives.

The goal is to improve workplace safety so that employees may give their full attention to their jobs and personal life. Workers are no longer tied down to a specific location or regular hours thanks to technological advancements. New technologies have stringent privacy rules, and both employers and employees need to get acclimated to it. It's unreasonable to expect workers to keep working after hours just because they can access the internet from anywhere. The worker's attitude at work may deteriorate, and they may even begin quitting. Companies that care about their workers' well-being often establish policies, procedures, and standards of behavior in an effort to maintain or boost productivity. The guidelines might help with reducing staff turnover and unnecessary positions.

Key variables of Work Life Balance:

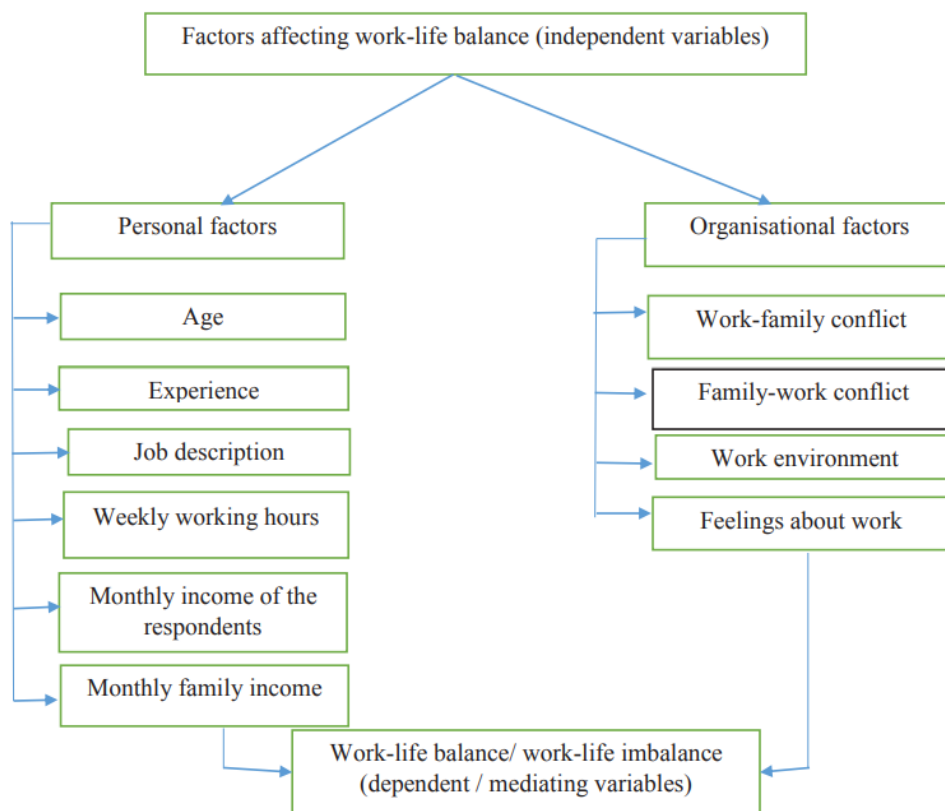


Figure 1.1 Important Factors That Affect Employees' Work-Life Balance

Determining Factors of work life balance:

There are a number of gaps in the empirical study of work-life balance, and many specialists agree that further investigation is needed to fill them. Previous research on the origins of work-life balance has shown its core components. The person, the organization, and the society are the three aspects identified. This research examines the organizational component of work-life balance, specifically with regards to work arrangements, work-life balancing practices and policies (benefit plan), high-quality assistance, and role-related factors. There has been some research on how organizations' stances on work-life balance may affect workers' happiness on the job.

Flexible work arrangement:

Many people have used the term "flexible working arrangement" to characterize this kind of answer. Flexible scheduling and other types of workplace adaptation are two possible methods for implementing programs that promote a good work-life balance. It's crucial to provide equal weight to pricing, quality, and adaptability rather than compromising on any of these factors.



Figure: 1.2 Employee Work Life Balance

Flexible work arrangement and job satisfaction:

Research has shown that having a flexible work schedule may boost both job satisfaction and work-life harmony. The findings demonstrate that having a more adaptable work schedule greatly enhances personal and professional fulfillment. Instructions on how to encourage original thinking and problem solving in the workplace have been made available to managers. The effect on women college professors' work-life balance from having more control over their schedules. Timework, task-sharing, and flexible scheduling were proven to significantly improve employees' happiness on the workplace. Flexible work schedules are associated with increased job satisfaction, according to the study's authors. According to the results, employees may be happier with their jobs if they were given more freedom over their schedules. Both employee retention and job satisfaction were shown to rise when schedules were more flexible.

Table1 Key factors of work life balance and job satisfaction

No	Dimension	Total questions
1	Demography	5
2	Work life balance perception	5
3	Job satisfaction perception	5
4	Flexible work arrangement	5
5	Job characteristics	5
6	Fringe benefit plan	5
7	Supervisor support	5
	Total	35

Source: Compiled from the survey data

Table 1 Participants were given a questionnaire to complete and were requested to get it back to the researchers by a specified time and date. Depending on the location of the respondent, they received the surveys either online or in hard copy. From a centralized site, emails were

sent to all regional employees. Everyone who participated did so of their own accord. The time allotted for participants to think about their answers was enough. Researchers often get assistance from the HR department and other key personnel at the company being studied.

Validity and practicality

The researcher may strengthen the methodology and credibility of the study by consulting with academics, advisors, and other professionals in the field. Before sending out the questionnaire to all of the staff, it was tested on a sample group.

Based on the findings of the study the researcher would like to propose a few suggestions for improving the quality of work life of IT professionals. Though there exists a reasonable level of quality of work life it could be enhanced so that the IT industry will get highly committed work force. The IT industry recruit's fresher's at large hence they require high intensity orientation and induction about the job and industry as they are working without completely understanding their business process.

H1: Flexible work arrangements are associated with higher job satisfaction

The reliability and validity of the instrument were examined using Chronbach's alpha. Cronbach's alpha values for measures of job satisfaction and work-life balance are shown in

Table2. The reliability and validity

No	Variables	Alpha value
1	Work life balance perception	.712
2	Job satisfaction	.701
3	Flexible work arrangement	.848
4	Job characteristics	.825
5	Fringe benefit plan	.800
6	Supervisor support	.783
	Total	.921

Source: Compiled from the survey data

Cronbach's alphas for questions on work-life balance, flexible work alternatives, employee characteristics, and related issues are provided in Table 2. This technique is used to test the consistency of a survey that employs several likert scale questions. A credible instrument has an alpha of at least 0.7.

Work life balance practice

The practice of making the employees work in teams is appreciable but there exists a criticism that important projects are allotted to experienced employees and their team though they do not have knowledge about that subject. Therefore, projects should be allotted based on the employee’s competency and not experience. Also there exists a general belief by the junior executives that reward mechanisms favour only experienced employees therefore it is essential to address this issue and bridge the relationship between junior and senior employees.

Table 3 Questionnaire Findings on Work-Life Balance and Job Satisfaction

No.	Questions	Mean	Std. Dev.
1	Often work late or at weekends to deal with paper work without interruptions	2.98	.968
2	Finding time for hobbies, leisure activities	2.54	.964
3	Reduce working hours and stress levels	2.67	.946
4	The effect of work stress on health	2.95	.921
5	Relaxing and forgetting about work issues is hard to do.	2.68	.952
6	My family are missing out on my input, because I don't see them.	3.64	.961
7	At the moment, because the job demands it, I usually work long hours	2.67	.978
8	To meet the demand of the job, I have to limit the number of things I do at home.	3.78	.985

Source: Compiled from the survey data

Table 3 displays the results of a survey designed to summarize and get insight into respondents' thoughts on how they achieve a healthy work-life balance by asking questions in both the professional and personal spheres. Since each inquiry posed here has a negative implication, the data shown here has been inverted. Half of those surveyed reported working on weekends and nights to make finances meet, and 50.3% said they seldom or never participated in extracurricular activities because of employment. In addition, 49.2% of people said they agreed, showing they want to cut down on their hours but have little say over their schedules or workload.

Using these subjective indicators, 51.7% of respondents reported having no concerns about the health effects of work-related stress. Those who indicated they were always dwelling about their jobs also often mentioned other preoccupations. A similar proportion of respondents (35.7%) were apathetic when asked whether their families were suffering as a consequence of role conflict. Respondents continue to make ends meet every month despite the mental and physical stress of their jobs. Forty-two percent of employees complained that they had to put in too many hours each week due to their existing schedule. Finally, when asked if they were able to pursue interests outside of work due to their job, almost half of workers (45%) said that they were unable to. Despite having to make sacrifices in both their personal and professional lives, respondents were able to achieve a good work-life balance and a high level of commitment in both.

Table 4 Employees' Perceptions of Workplace Flexibility and Their Level of Job Satisfaction

No.	Questions	Mean	Std. Dev.
1	Work place provides technological resources that allow to work from home if I have family affairs to attend to	3.66	.855
2	Work from an off-site location for part of the regular work week possibly linked by telephone	2.98	.997
3	The job can be compressed to four(4)day's instead of working five days	2.99	.946
4	Access impromptu flexibility when my needs change on short notice	3.16	.928
5	job is structured in a way that I can share with another person	2.92	.956
6	A large proportion of our employees are able to access flexible work arrangement option.	2.94	.977
7	Work responsibilities are very labor intensive and promotes conflicts between my work and my family	3.65	.945

Source: Compiled from the survey data

Table 4 summarizes the data we gathered from several inquiries on the adoption and use of flexible work arrangements. The norms, regulations, and adaptability of job-sharing arrangements were all questioned. More over half (52.5% to be exact) didn't have a choice amongst the various technical possibilities. In this poll, respondents expressed extreme contentment with the available technological resources. About 38% of respondents expressed uncertainty about their ability to work remotely, suggesting that such opportunities had now vanished. When asked if they would prefer a longer or shorter workweek, over half of respondents (48.3%) gave no clear answer. People who were polled on the possibility of a shorter work week did not think it was possible to do the same amount of work in fewer days.

Table 5: Employee Opinions on Job Satisfaction and Satisfaction with Life Overall

No.	Questions	Mean	Std. Dev.
1	Job provides many chances to figure out how well I am doing the work required	2.88	.973
2	Job gives me considerable opportunity for freedom of work	2.77	.886
3	Prepare work schedule to fulfill both my personal and family commitment	2.54	.986
4	Over worked and have neglected my family responsibilities	2.96	.876
5	The job gives me chance to use my personal initiative	2.77	.986
6	Job requires to do many different things at work, using a variety of skills	2.92	.915
7	Work and perform orderly without any delay	3.54	.876
8	Satisfied with the nature of work assigned by the organization	2.96	.885

Source: Compiled from the survey data

Worker happiness in areas such as autonomy, feedback, variety, and overall job satisfaction are measured by the questions in Table 5. Almost everyone agreed on the answer to the first question, which asked for feedback on already established positions. Most respondents felt that an independent third party would be required to swiftly establish the task's success rate. Second, when asked whether they feel they have enough say over their work, 40.8% of people indicated they didn't. The effect is that workers have little room for autonomy and must simply follow orders from above. Most people who filled out the study reported having little say over their work schedules. As part of a perception indicator study, employees were polled on their work-life balance, their ability to lean on their social networks, and the difficulties inherent to their jobs. 58(48.3%) responded neutrally. There's a common misconception that mixing work and

personal life too much is unhealthy for employees. Five-sixths of those who voted felt that people should use their own discretion and initiative. Most occupations don't allow you to do everything you want without first gaining permission.

A survey of workers' attitudes revealed that the great majority believe they are not given the freedom to make their own decisions or get constructive criticism from superiors that would help them do their jobs better. This line of reasoning suggests that raising employee happiness at work might boost productivity.

Table 6 displays survey results on ringer employee perspectives on work-life balance, job satisfaction, and the ringer benefit plan.

No.	Questions	Mean	Std. Dev.
1	The job has accident/disability insurance program.	3.65	.696
2	I feel pension plan retain employee in employment.	3.18	.987
3	The current medical plan has solved most of my medical problems.	3.24	.698
4	Fringe benefits are equally distributed fairly to all	3.26	.838
5	Benefited from the early child care program provided to all.	3.56	.796
6	Benefited from the company loan program available to all.	3.45	.818
7	not fully satisfied with the benefits I receive	3.22	1.086

Source: Compiled from the survey data

The findings of an employee survey designed to ascertain how well workers understand and appreciate the perks they get from their company are summarized in Table 5.6. Sixty percent of workers were unable to correctly identify the first benefit question concerning how well they knew the company's accident/disability insurance policy. Concerns about a lack of resources may be the result of a failure in communication or a shift in viewpoint. Fifty-eight percent of

those polled weren't sure whether or not the pension plan benefit scheme will help keep employees around. The majority of respondents viewed the benefits package favorably and believed it had a role in retaining existing staff. 64.2% of respondents were unsure as to whether or not the medical benefit plan has helped them with their current medical difficulties.

Table 7 Management and Staff Views on Job Satisfaction and Supervisor Effectiveness

No.	Questions	Mean	Std. Dev.
1	Superior gives more importance towards the well-being of the employees.	3.65	.788
2	High degree of respect and fair treatment from my boss.	3.76	.877
3	Supervisor makes an effort to understand my need to be flexible.	3.87	.736
4	Comfortable requesting a change in my work schedule from my supervisor.	3.18	.848
5	Discuss issues relating to work life balance with superior.	2.96	.819
6	Proper feedback about my work performance from my superior.	3.58	.845
7	Supervisor allows and supports me in terms of combining professional life with family life.	3.18	.945

Source: Compiled from the survey data

Employees were polled on how their manager performed in a number of areas that affect their ability to manage their professional and personal lives (Table 7). The majority of respondents were unsure (52.5% and 47.5%, respectively) whether or not their supervisor respected them and whether or not they got extra attention to their well-being. The great majority of workers said that they were treated with respect and care by their bosses. Sixty-three percent of those asked weren't sure whether their manager tried to accommodate their need for a flexible schedule. Everyone who took part in the discussion believed that higher-ups could and should do more. At the conclusion of the poll, we asked how much encouragement their managers gave them to strike a good work-life balance. The vast majority of employees felt their bosses did nothing to support them in striking a healthy work-life balance

The employees did not see the management as inspiring. While the replies demonstrate managers' ability in broaching work-related topics, they also reveal a lack of support for open dialogue on work-life balancing difficulties. According to the findings, most workers see their managers as speaking for the company and equate their managers' approval with the value they get from the company.

Job Satisfaction

Employees' opinions on pay, future prospects, social benefits, and aspirations are included.

Table 8 Summary of Workers' Opinions on Job Satisfaction

No.	Questions	Mean	Std. Dev.
1	There is room for growth and promotion in my current position.	2.96	1.178
2	I feel Aim equally compensated for my exerted efforts.	3.23	1.157
3	I would recommend this company to a friend if he/she were looking for a job.	2.92	1.055
4	I look forward to being with the people I work with every day	3.25	1.076
5	I am satisfied with the separation of both my professional and personal life without any conflicts.	2.87	1.018
6	If another opportunity arises, I would not leave my work.	2.76	.986
7	The tasks assigned to me help me grow.	2.78	.850
8	I find my work meaningful.	3.39	1.144

Source: Compiled from the survey data

Employee responses to a poll on their job satisfaction, career aspirations, working circumstances, plans to quit, and motivations to stay are summarized in Table 8. From the replies to the first question, it seems that the vast majority of people feel positive about their

prospects for advancement inside their present employer. Participants in the research felt they were compensated fairly. More over a third of those polled (35.6% to be exact) said they weren't sure whether they'd suggest their present job to a friend or family member. Respondents' reluctance to add new employees may be attributable, in part, to their view of their existing positions as indefinite. So we asked whether they liked talking to their coworkers every day, and 30.8% of them responded no.

The study found a strong correlation between employee performance and work life balance. Compared to individuals who reported experiencing imbalance in their work and home lives, employees who reported having a better work-life balance had higher levels of job performance. According to the research, job satisfaction and work-life balance are strongly positively correlated. Employees who successfully balanced work and personal obligations expressed greater levels of job satisfaction than those who found it difficult to do so.

The study found a number of variables that affect work-life balance at the office. These elements included adaptable work schedules, a welcoming organisational culture, unambiguous objectives and limitations, and availability of tools and support systems.

The research results emphasised the importance of work-life balance on employee motivation and engagement. The likelihood of an employee being interested in their work and displaying higher levels of desire and dedication to their employment was higher for those who reported having a better work-life balance.

The study looked into how work-life balance might affect employee health and general quality of life. A better work-life balance was found to be associated with higher levels of well-being among employees, including better physical and mental health, lower stress levels, and higher overall life satisfaction.

According to the research's findings, employees who believed their company supported work-life balance had higher levels of job performance and job satisfaction than those who believed it didn't. This shows that encouraging work life balance and its beneficial effects need organisational support.

The study found that employees' levels of job satisfaction and general well-being were higher when they had more control over their work schedules and the freedom to choose how to

balance their work and personal lives. This demonstrates how crucial autonomy and flexibility are in work settings for encouraging work-life balance.

The findings have significant implications for corporate leadership in areas like fostering a positive work environment, providing sufficient facilities to boost morale, compensating employees fairly without overwhelming them, and permitting open lines of communication, among others. With the right training and growth opportunities, employees of major corporations may select roles that best suit their skills and interests. As a result, it might contribute to harmony in the workplace. Companies that want to help their workers strike a better work-life balance are increasingly allowing them to do some or their entire job from home.

Recommendations: work-life balance:

The results from the literature review, data collection and analysis, and the author's own thoughts provide the basis for the recommendations.

According to the findings, new businesses should investigate laws and policies that govern the freedom to choose work hours and other arrangements. The result of not providing employees with the tools (such education and experience) they need to thrive in their jobs.

According to the results, new company owners and managers should recognize the value of information technology for what it is and how it may improve productivity in the workplace.

This study emphasizes the necessity of managers considering the value of being honest with their employees to promote strong performance and the production of new ideas and methods to address problems, as shown by open communication in the workplace. The importance of training is also highlighted. Our research showed that many companies throw away excellent educational possibilities. Training employees should be a top priority for every company's leadership, regardless of how long it's been in business.

During the course of the conversation, the topic of worry that firms wouldn't provide individuals employment in their fields of competence arose. When employees aren't able to use their unique skills and expertise, productivity drops. They'll be going into an industry that doesn't value their particular kind of creativity. Hiring decisions that are based on a candidate's attributes rather than on job requirements are mutually beneficial for businesses and job seekers.

The interplay between IT professionals' professional and private life was the primary subject of this investigation. We examined not just individual and organizational factors like stress and

family-work conflict but also interpersonal factors like emotional intelligence and social support.

The findings of this research support the null hypothesis that leaders are more likely to achieve professional success. Leaders that have faith in their employees show that they are on the same page by assisting them in developing their capacity for conceptualization, understanding, and analysis. To maximize output, transformational leaders stress the need of following norms and policies.

Providing employees with training chances to improve their skills and confidence in their talents has been shown to increase productivity. Employees benefit the organization as a whole when they are recognized for sharing their knowledge. Employee development and output benefit from formalized mentoring programs at all organizational levels.

The university's organizational culture affects the motivation and loyalty of its human resources, the frequency with which its products and services are purchased and produced, and the reevaluation of its cultural values in light of its external environment. Therefore, it is possible to deduce a company's culture based on the values and ideas held in common by its workers. It's possible that employees will be able to relate to the normative ideas, attitudes, and practices that form what's expected of them on the job.

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