

## IMPACT OF WORK-LIFE BALANCE AND EMPLOYEES' PERFORMANCE AT ITES COMPANIES IN CHENNAI CITY

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### ABSTRACT

In today's competitive environment, work-life balance is pivotal, particularly in the IT and ITES industries, which are known for their high-stress working conditions. Ensuring a balance between professional and personal lives has become a critical issue for IT leaders and managers, capturing the interest of researchers globally. This study explores the dynamics of work-life balance in IT organizations, aiming to provide a fresh perspective to the fields of human resources and behavioral sciences. Using a simple random sampling method, information were composed from 128 respondents, and inferential statistical techniques were employed for analysis. The Friedman test results indicate that Personality is the most significant dimension influencing work-life balance among employees in ITES companies. The verdicts underscore the need for organizations to adopt structured strategies for emotional and psychological well-being. The outcomes of this study aim to assist IT organizations in formulating practical and sustainable WLB policies. These policies are expected to improve employee satisfaction and productivity and facilitate sharing of best practices across the IT industry, fostering a culture of work-life harmony.

**Key Words:** Well-being & Emotional Intelligence, Work Arrangements, Role Ambiguity, Personality, Job Satisfaction and Employee Performance.

### 1. INTRODUCTION

India's Information Technology (IT) industry has been instrumental in transforming the nation into a global technology hub, significantly contributing to economic growth. This sector has shifted India's image from an administrative economy to a land of advanced entrepreneurs, recognized for delivering world-class technology solutions and business services. However, the rapid expansion and high demands of the IT and ITES industries have given rise to significant challenges, particularly concerning work-life balance (WLB). IT professionals often face long working hours, irregular shifts, and tight deadlines, leading to intense workloads and stress. These factors exacerbate work-life conflicts, diminishing productivity and, in severe cases, prompting employees to leave their organizations. This disturbing trend emphasizes the urgent need for organizations to adopt effective WLB practices. Several studies have explored the relationship between work-life balance and job performance globally, particularly in developed and developing countries. These studies have decorated the adverse effects of work-family conflicts, family-work conflicts, and the lack of proper WLB initiatives on employees' professional and personal lives. Despite this, in a developing country like India, there remains a significant gap in literature addressing these challenges in an integrated manner. This is particularly relevant for the IT and ITES sectors, pivotal to India's economic progress. This study aims to address these gaps by analyzing the perceptions of IT and ITES employees regarding work-life balance and its impact on their job performance in Chennai city. The findings are expected to provide actionable insights for organizations to implement effective WLB policies that enhance employee satisfaction, productivity, and retention.

### 2. LITERATURE REVIEW

**Masood and Mahlawat (2020)** identified the effect of several demographic characteristics on crucial aspects of work-life balance. The study's trial of 300 employees was assembled from several locations in Haryana, India. The study's sample size included participants from various levels of the organization. The results showed the following: gender variable has a significant impact on organization critical factors for maintaining the work-life balance, level of management variable has considerable implications for organization essential factors for maintaining the work-life balance as nine out of ten factors have significant difference on it, experience variable has enormous impact on organization crucial factors for maintaining the work-life balance as all factors have substantial difference on it, gender variable

**Aruldoss, A., Kowalski, K.B. and Parayitam, S. (2021)** examined how work-life balance relates to the quality of work life (QWL). Using a standardized survey instrument, this article collected data from 445 respondents in a cosmopolitan city in southern India. Prior to using hierarchical regression as a statistical method for data analysis, the instrument's psychometric qualities were evaluated. The results of the regression showed that QWL has three positive relationships

with work: (1) job satisfaction, (2) job commitment, and (3) job stress. Additionally, the results showed that (1) work-related stress has a negative correlation with WLB, (2) work-related happiness has a positive correlation with WLB, and (3) work-related dedication has a positive correlation with WLB. In addition, the data demonstrate that job commitment, satisfaction, and stress all mediate in the QWL–WLB association.

**Duan, S.X., Deng, H. and Wibowo, S. (2023)** Studied the influence of digital labor on organizational job performance through the lens of technological affordance. A thorough examination of the pertinent literature has resulted in devising an existing model to investigate the influence of digital work on job performance through the lens of technological affordance. The model is subsequently evaluated and verified by structural equation modeling on the survey data gathered in Australia. The research indicates that implementing digital technology markedly enhances coordination and knowledge dissemination among individuals, resulting in an enhanced work–life balance and elevated job performance. The study demonstrates that using digital technologies to improve communication and decision-making does not substantially affect work–life balance and job performance in digital employment.

### 3. STATEMENT OF THE RESEARCH PROBLEM

The efficacy of an organization is predominantly contingent on the caliber of individuals comprising its workforce. Individuals require contentment to carry out their duties with diligence. Due to their dual responsibilities—the family and the workplace—individuals encounter emotional strain, which negatively affects their performance. Achieving a state of equilibrium between these two is essential for leading a life devoid of tension. The management of human resources has recognized work-life balance as a strategic concern and a crucial component of employee retention strategies. To ensure their survival in today's competitive environment, employees are under significant pressure to meet strict deadlines and provide high-quality services. His mental, social, emotional, and physical health are all impacted. A distressing or irate employee's minor error has the potential to cause damage to both the organization and the employee. The research identifies the variables that influence work-life balance (WLB), examines the difficulties associated with balancing professional and personal life, proposes approaches to maintain a healthy WLB, assesses the effects of WLB on employees, and provides suggestions for improvement in both areas. Implementing dedicated work-life balance initiatives within the organization may prove beneficial in mitigating this circumstance. Consequently, the effects of WLB practices on employee performance at ITES Companies are investigated in this study.

### 4. OBJECTIVES OF THE STUDY

- To analyze the association between the marital status of the respondents and their rating towards work-life balance policies of ITES Companies.
- To determine the relationship between respondents' job satisfaction and performance.
- To study the classification and distinguish between groups based on their characteristics while identifying the critical dimensions significantly influencing group membership.

### 5. RESEARCH METHODOLOGY

This study adopts a descriptive and investigative research design to investigate the relationship between work-life balance and its impact on employees' performance in the IT and ITES sectors. To comprehensively understand the issue, the study explores various dimensions, such as well-being, emotional intelligence, work arrangements, and superior support. A simple random sampling scheme was employed to ensure unbiased data collection. One hundred twenty-eight respondents working in IT and ITES organizations were selected for the study. The reliability test conducted for the study revealed a Cronbach's Alpha score of 0.982 for the overall dimensions of work-life balance and its impact on work performance. This exceptionally high score indicates a solid internal consistency among the items in the questionnaire, validating the reliability of the data collection instrument.

### 6. DATA ANALYSIS AND INTERPRETATION

#### Correlation Analysis

H<sub>0</sub>: There is no relationship between respondents' job satisfaction and performance in ITES Companies.

Relationship	Job Satisfaction	Work Performance
Job Satisfaction	(1)	(0.561)
Work Performance		(1)

The correlation coefficient between job satisfaction and performance is 0.561, indicating a strong and positive relationship at a 1% significance level. Besides, the P value is less than 0.05, so the null hypothesis is rejected. Therefore, a relationship exists between respondents' job satisfaction and performance at ITES Companies.

### Chi-square test

H<sub>0</sub>: There is no association between the marital status of the respondents and their rating towards work-life balance policies of ITES Companies.

Particular	Value	df	Asymp. Sig. (2-sided)
<b>Pearson Chi-Square</b>	(2.209)	(3)	(0.530)
<b>Likelihood Ratio</b>	(2.226)	(3)	(0.527)
<b>Linear-by-Linear Association</b>	(0.020)	(1)	(0.887)
<b>N of Valid Cases</b>	128		

The P value was observed to be more significant than 0.05, so the null proposition is accepted. Therefore, it was concluded that there is no association between the marital status of the plaintiff and their rating towards the work-life balance policies of ITES Companies.

### Discriminant Analysis

By employing discriminant analysis, this study seeks to unveil how work-life balance dimensions impact employees' performance in ITES companies in Chennai City. The findings are expected to guide organizations in implementing effective policies that improve work-life harmony and foster sustainable workforce productivity.

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.888	14.618	6	.023

The Wilks' Lambda test evaluates whether the independent variables significantly differ between groups (Male and Female). A lower Wilks' Lambda value indicates greater discriminatory power, and a significance level (Sig.) below 0.05 suggests a statistically significant difference between groups.

Canonical Discriminant Function Coefficients	
	Function
	1
Well-being & Emotional Intelligence	-.027
Work Arrangements	.003
Superior Support	.226
Job Stress	.237
Role Ambiguity	-.017
Personality	-.038
(Constant)	-7.264
Unstandardized coefficients	

These coefficients specify the virtual contribution of each variable to the discriminant function. Larger absolute values signify greater importance in distinguishing groups. Superior Support (0.226) and Job Stress (0.237) are the most significant contributors to differentiating between male and female employees.

Classification Results					
Particular		Gender	Predicted Group Membership		Total
			Male	Female	
Original	Count	Male	59	27	86
		Female	20	22	42
	%	Male	68.6	31.4	100.0
		Female	47.6	52.4	100.0
a. 63.3% of originally grouped cases were correctly classified.					

The discriminant model correctly classifies 63.3% of the cases. While the accuracy is moderate, the model's utility could be improved by exploring additional variables or refining the measurement scales.

## 7. DISCUSSION AND CONCLUSION

A good work-life balance is vital for personnel to harmonize their personal and professional lives. This balance enables them to manage workplace stress effectively while fulfilling personal or family responsibilities. In the context of ITES companies, where employees often face high-pressure work environments, achieving a work-life balance is critical to ensuring their satisfaction, productivity, and retention. The company should take occupational stress seriously and help the employees by introducing stress management techniques through yoga and meditation. Yoga and meditation classes can be conducted in the company itself. To combat stress, employees need muscle relaxation exercises, meditation, time management techniques, and wellness programs called health promotion programs focusing on employee's overall physical and mental health. Further, the study facilitates the building of an organization-wide culture, the effective use of policies and programs, and the better integration between work and non-work activities. Hence, by offering effective policies and encouraging employees to use the available policies and programs, the organizations will increase the employee's level of satisfaction and pledge towards the organization. This will help the association retain its best people or talent, contributing to cost savings.

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