

# Influence of Work Life Balance (WLB) on Organisational Performance

A. Shamim Banu, G. Sundharavadivel

**Abstract:** *This empirical study was aimed to explore the impact of work life balance factors on perception towards organisational performance of IT/ITES employees residing in Chennai city. This study was adopted empirical and exploratory research design to gather primary information and perception of IT/ITES employees with the help of structured questionnaire and survey method. The total sample of two hundred was finalized for the present study by adopting non-probability convenience sampling technique. The empirical evidences prove that family support, working environment, organisational climate and organisational commitment have significant and positive influence on perception towards organisational performance of IT/ITES Employees.*

**Keywords:** *Work Life Balance, IT/ITES, Organisational Performance, Family Support and Working Environment.*

## I. INTRODUCTION

Today's industrial environment was highly competitive and dynamic in nature. There many industries are greatly undergoing tremendous change due to the growth of technological and economical changes in the Country. There are many factors influencing the organisational success rate in hyper competitive and dynamic market in India (Balaji et al., 2018). The opportunities are high and expectations are also high for many industries like, IT/ITES industry. The employees working in these type of IT/ITES companies are failed to maintain their work life balance due to occupational and familial stressors in their professional life (Krupanandhan, H., & Kumar, C. P. (2018). The work life imbalance among employees has higher influence on the organizational performance of these companies. This present study aims to explore the phenomenon of work life balance factors influence on organisational performance of IT/ITES employees.

## II. REVIEW OF LITERATURE

Balaji (2014) discussed the importance and role work life balance for women employees in information technology sector. The author was highlighted the role of work-family conflict and family-work conflict are the major factors need to addressed by every companies to enhance the productivity of the employees.

Jennifer Smith and Dianne Gardner (2007) examined the factors contributing for the betterment of work life balance of young and aged employees. The researcher conducted hypothetical study to examine the differences in the age group based on their work life balance perception and result indicates that aged employees have better work life balance as compared to young age employees.

Beauregard and Henry (2009) investigated the linkage between the WLB and organisational performance of employees of various business firms. The researcher found that WLB have significant influence on organisational performance. Job level and managerial support are the major factors determines the work life balance on these firms.

Scholarios and Marks (2004) conducted an exploratory study to understand the role of work life balance among software developers to examine their nature of attitude. The result indicates that negative spillover from software workers significant role in attitude towards work environment and positive spillover leads to higher organisational attachment and commitment.

Rukmani *et.al*, (2010) studied the role of leadership styles on organisational performance of IT employees in Tamil Nadu. The result indicates that transformational leadership style has significant impact on the organisational performance in Information Technology industry.

## III. STATEMENT OF THE PROBLEM

In today's industrial environment, IT/ITES employees are exposed to job and family related stressors in their professional life. Due to several consequences and reasons maintaining the work life balance become more difficult and complex in today's technological environment. The excessive work load, time line for targets, not spending quality time with family members and many other reasons work life imbalance was prevailing among today's generation of IT/ITES employees. This work life Imbalance facilitates the lack of organisational performance. So, this present study aims to bring out the factors contributing the organisational performance among IT/ITES employees in Chennai city.

## IV. RESEARCH OBJECTIVES OF THE STUDY

1. To study the influence work life balance factors on organisational performance of IT/ITES employees in Chennai city.

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**V. RESEARCH METHODOLOGY**

The study adopted exploratory and diagnostic research design and primary data collection method was adopted to collect the perception of IT/ITES employees on work life balance and organizational performance perception in the Chennai city. The structured questionnaire with three sections was finalized to gather the primary information by adopting survey method of data collection. The collected were subjected data analysis using SPSS version 17.0 and statistical tools such as, percentage analysis and multiple regression analysis has been applied to draw the meaningful answers to the research objectives.

**VI. RESULTS AND DISCUSSION**

The primary data collected from IT/ITES employees are subjected to data analysis and interpretation. The personal profile of the respondents are tabulated and inferred in Table.1.

**Table 1: Personal Profile of the Respondents**

Personal Profile [Sample Size (N) = 200]	Frequency	Percentage
Nature of Industry		

Personal Profile [Sample Size (N) = 200]	Frequency	Percentage
IT	120	60%
ITES	80	40%
<b>Age (In Years)</b>		
Less Than 35	168	84%
More than 35	32	16%
<b>Work Experience (In Years)</b>		
Below 5 Years	174	87%
Above 15 Years	26	13%
<b>Annual Income (In Rs.)</b>		
Below Rs.2 Lakhs	128	64%
Rs.2 Lakhs - Rs.5 Lakhs	48	24%
Above 5 Lakhs	24	12%
<b>Marital Status</b>		
Married	144	
Unmarried	54	27%
<b>Nature of Family</b>		
Nuclear	182	91%
Joint	18	09%

Table 1 indicates that majority of respondents are Males (54%), IT employees (60%), aged less than 35 years (84%), possess work experience of below five years (87%) and earning annual income of less than Rs. 2, 00,000 (64%). Majority of the respondents are hailing from nuclear families (91%) and married (73%) employees.

The multiple linear regression analysis has been applied to explore the influence of work life balance factors on total organisational performance perception of IT/ITES employees in the study area. The empirical evidences are tabulated and presented in Table 2.

**Table 2: Influence of Work Life Balance Factors on Organisational Performance of IT/ITES employees**

Dependent Variable	Significant Predictors	Mean (SD)	F-Value	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	β (t-Value)	Sig.
Work Life Balance		22.487 (2.112)	45.12 3 (0.000)	0.56 7	0.321	0.320		
	Family Support	20.234 (2.423)					0.307 (6.432)	<0.000 **
	Working Environment	18.456 (3.211)					0.241 (4.001)	<0.000 **
	Organisational Commitment	12.234 (2.999)					0.238 (2.658)	<0.005 **
	Organisational Climate	14.900 (1.009)					0.231 (2.198)	<0.003 **
<p><b>Constant with t value of 9.872 at P Value of &lt;0.001** - (Family Support, Working Environment, Organisational Climate and Organisational Commitment dimensions are s Significant Influencing the Work life balance of IT/ITES employees) – Overall Cronbach’s Alpha Value == 0.821 (34 items)</b></p>								
<p><b>Notes: *** Significant @ 1% level, *Significant @ 5% Level.</b></p>								



Table 2 reveals that OLS Model has a goodness of fit for multiple regression analysis and the linear combination of family support, working environment, organisational commitment, organisational climate on organisational performance, {  $F = 45.123$ ,  $p < 0.001$  }. The multiple correlation co-efficient is 0.567, indicating that 32% of the variance of the respondent's Organisational Performance in the order of influence. Family support, working environment, organisational commitment and organisational climate are significantly and positively influence organisational performance of the IT/ITES employees.

## VII. IMPLICATIONS AND CONCLUSION

This study proves that organisational performance perception of IT/ITES employees has been significantly and positively influenced by the work life balance factors such as, family support, working environment, organisational climate and organisational commitment. Family support was the major factor contributing the organisational performance perception. So, the IT/ITES employees are suggested to spend very good quality time with their family member to enhance the role of family support to have better work life balance and in turns which enhances the organisational performance perception of the IT/ITES employees.

The second most imperative factor affecting the organisational performance was working environment effectiveness. Therefore, IT/ITES companies are suggested to provide proper working environment and working conditions with sophisticated facilities to provide better work life balance to their human capital. The organisational climate and organizational commitment are also needs to be given focus for the purpose of enrichment in work life balance and organisational performance of IT/ITES employees. The policies of the company should be nurture to encourage the employee to put more efforts and commitment towards their job.

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