

WORK LIFE BALANCE AND ITS IMPACT ON IT EMPLOYEE A REVIEW LITERATURE**Ekta Ramesh Raut***P.R.Pote patil college of Engineering and Management Amravati.
ektaraut499@gmail.com***Prof. P.W.Nimbhorkar***P.R.Pote patil college of Engineering and Management Amravati
pwnimbhorkar@prpoteptilengg.ac.in***Abstract**

The Work-life Balance literature has been constructed in consideration of its acquired popularity with the prime objective to achieve prosperity of society and realization of satisfying lives for its workers by facilitating growth of each employee and further development of the firms. The literature recognizes its impact on different quality life conditions i.e Job Satisfaction, Work Stress, Career Growth, Employee Commitment, Workplace Factors, Organization Stress, Practices among Female Employees and Behavioral Outcomes. An attempt has been made in this paper to give an overview of different facets of Work-Life Balance through reviewing the available literature. The referred sources include different journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc and has been echoed as references at the end.

Keyword: *Work-Life Balance, Employee Performance, Employee Satisfaction, Job Satisfaction, Employee Commitment, Workplace Factors, Organization Stress, Practices among Female Employees and Behavioral Outcomes.*

I. Introduction

The motivation of this paper was to summarize the current literature on Work-life balance with identification and definition of work-life balance with number of variables which included, Work-Life Balance, Employee Performance, Employee Satisfaction, Job Satisfaction, Employee Commitment, Organization Workplace Factors, Stress, Practices among Female Employees and Behavioral Outcomes.

Due to many changes occurring in the work place and family systems, a vast majority of women are finding it difficult to achieve a desired Work-Life Balance. In comparison with men, women have more responsibilities at home. The Private Sector, which, pool under the services as well as manufacture sector are one of the main drivers of economic growth in India and it, forms the largest Component of the company too. This sector heavily depends on people who are proficient of handling it and because of this person from the basic asset of this sector. Employees working in this sector are young, view their careers as supreme and have a different mindset relating to social norms of life Balance etc. These employees typically work in intensifiers result-driven culture. They work long hours and often must accommodate their working hours the time zones of major financial hubs. With many private institutions, extending operating hours there is a need for work, life practices as well. In work life, the life describes a persons or groups standard of living environment, public

health, safety and general surroundings while work life encompasses things that affect their wellbeing such as salary and benefits. Significant work life programs for industries include part-time work, telecommuting and flexible benefits. Workplace life is increasingly a significant part of the total benefits package.

Employees of private sector perceive that their jobs are not secure. In private sector, the environment in highly competitive and job security is based on performance and various other factors. Though it is true that this environment provides a challenging job profile, it also creates a less secure environment. Industriousness, dedication, devotion, and commitment are not enough to secure a job. The high level of performance of an individual is also based on various factors. Where these factors are adverse in nature, performance automatically suffers. During this period, employees feel insecure, this reduces overall job satisfaction. In these perspective this study is found to be important.

II. Review Of Literature

1. Concept of Work-Life Balance Work-life balance (WLB), however, refers to balancing work with family and personal life. Greenhaus and Beutell (1985) introduced the concept of work-family conflict, which addressed how work demands impede family roles. Later theorists such as Clark (2000) introduced the border theory to accentuate that work and personal life must negotiate their

integration without compromising one another's sanctity.

2. **Need of Work-Life Balance in IT Sector** The IT sector has a reputation for long working hours, deadlines, and changing technology needs. Among others that pointed it out:

- As Reddy et al. (2010) stressed, the IT workers are more prone to burnout because of extremely long hours.
- Duxbury and Higgins (2001) found that IT professionals experience greater levels of stress compared to their other sector counterparts owing to overlapping work and personal responsibilities.

3. **Benefit of Work-Life Balance with Employee Performance** Susi and Jawahar rani (2011) explained that if work and family obligations become balanced, it will lead to better productivity, job satisfaction, and commitment towards organization.

-Jyothi and Jyothi (2012) also mentioned that the imbalance leads to poor mental well-being, resulting in absenteeism and job dissatisfaction. **Work-Life Balance Factors for IT Employees** Several studies have been mentioned that influence WLB within the IT fraternity:

4. Kumari and Devi (2015) study in Bangalore found that WLB directly affects retention in IT firms. Women's working in Pune often found to have younger professionals with an increasing struggle to maintain personal relationships in the face of ever-longer work hours, according to Patil and Dixit(2020).

5. **Singh S. (2013)** mentioned Role stress theory in his paper Titled "**Work- Life Balance : A Literature Review**" wherein the negative side of the work- family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family role as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work- life balance.

6. **Murthy M. and Shastri S. (2015)** observed various issues in Work Life Balance of Parents in the paper titled "**A Qualitative Study on Work Life Balance of Employees working in private sector**", like parenting issues: Need more time for children, Showing work frustration on children. Marital issues: Need more time of spouse, not able to give time to spouse. Role conflict/ Role guilt: Doubtful about how good they are in the roles that they play at home... eg. as a mother or as a daughter in law

7. **Niharika and Supriya, (2010)** [13]: have studied the work based factors and family related factors that are considered to contribute to work life balance. Work based factors are flexi time, option to work part time and freedom to work from home and the family related factors are child care facility and flexibility to take care of emergencies at home.

8. **N. Gayathri & P. Karthikeyan, (2013)** [7] : said that Work Life balance is not something that just happens. It involves the efforts of a number of partners: the employee, the organization for which the employee works, the family with whom the employee lives and the society in which all are embedded. It involves mutual understanding and respect between all of these players.

9. **Mohammad Baitul Islam, (2022)** said that top quality of work existence is often thought of in two directions, 1 is of associated with bad areas of work and functioning circumstances and other may be the modification of function and working circumstances to enhance the ability of personnel and also to showcase behavior which can be very important to person and the community.

10. **Srivastava & Kanpur (2021)** said that quality of work life refers to the level of satisfaction, motivation, involvement and commitment and individuals experience with respect to their lives at work.

11. **Sivakumar S, Ganesan N.M. (2020)** showed quality of work life led to an identification of two general factors namely work/work environment and employee welfare and well 83 Journal of Within the first factor are included such features as democracy, task content/physical features of the job, quantity and quality of leisure time created by the job, and promotion. The second broad QWL factor mainly emphasizes employee welfare and well-being.

Motivation and Work Life Balance

It is a requirement to possess efficient motivation of employees in the workplace (Bansal and Sharma, 2012) Motivation is influenced (Hall et al., 2009) and the combination of two individual variables: tendency to approach success and tendency to avoid failure (Atkinson and Feather, 1966). Some researchers have found that Masculinity – Femininity dimension also influences motivation (Bansal and Sharma, 2012) where as fathers make use of work-life balance practices to spend time with the families where enhance their sense of

entitlement (Gregory and Milner, 2011) and a voluntary approach to work-life balance might only provide positive outcomes to woman (Doherty, 2004). Herzberg et al. (1959) formulated two different lists of factors; one is task-related which resulted in happy feelings or a good attitude among the worker and Herzberg referred to these as motivators. These are:

- Recognition
- Achievement
- Possibility of growth
- Advancement
- Responsibility
- Work itself

Whereas, other were not directly related to the job itself but related to the conditions that surrounded to do that job. Herzberg named it as hygiene factors:

- Salary
- Interpersonal Relations – Supervisor
- Interpersonal Relations – Subordinates
- Interpersonal Relations – Peers
- Supervision – Technic
- Company Policy and Administration
- Working Conditions
- Factors in Personal Life
- Status
- Job Security

Job Satisfaction and Work Life Balance

Spector (1997) highlighted that Job Satisfaction is the extent to which individuals enjoy their jobs where some individuals enjoy working and find it to be the core of life and others despise working and do so merely because they have to. In other terms, Job satisfaction merely describes that the way people feel toward their jobs and various dimensions of their jobs. It is the extent to which people are satisfied (liking) or dissatisfied (disliking) with their jobs. Being typically measured, job satisfaction is an attitudinal variable. Job satisfaction was dealt with by some earlier researchers from a need angle fulfillment means whether the job satisfied the physical and psychological needs of the employee or not (e.g, Porter, 1962; Wolf, 1970). But this orientation has been downplayed because nowadays most of the researchers draw attention on cognitive processes instead of basic needs. The attitudinal approach has become the dominant one in the research study of Job Satisfaction (Spector, 1997). The concept of Job satisfaction is described by various researcher in various way. Borah (2012) described that to a pleasant or positive emotional state of an employee while Gupta and Sethi described that "-Job

satisfaction may be termed as a response of an individual towards job" (Gupta A., and Sethi J.A., 2012, p.58). According to Green, "-Even" even though the definitions are different, an underlying commonality of them appears to be that job satisfaction is an emotional job-related reaction (p. 6). An emotional job-related reaction can be an indication of an employee's emotional health, can be influenced by other employee's behavioral factors, and can serve as a reflection of overall organizational processes; hence, it is necessary to explain the different levels of job satisfaction and the components that it includes (Green; Spector, 1997). Employers have also tried to pay attention to employees' job satisfaction in light of the fact that it has a connection between the existence of an organization and the ongoing intellectual loss caused by employee turnover (Garber, 2003; Middlebrook, 1999; Murphy, 2003). Choose skills that employees introduce to their jobs in the organization, as well as the employees learn over the years, all of which is lost when workers leave. In fact, often times, high-level employees and company managers exit a revolving door of experience and expertise (Reed, 2001). Harkins (1998a) approximated turnover to be as much as three to five times the value of the salary of the involved employees, and he emphasized the need for leaders of addressing this cost for companies. Employee withdrawal leads business leaders to examine ways to cut costs in tighter labour markets because turnover is a significant profit killer in organizations (Hacker, 2003; Joinson, 2000). As mentioned, some job satisfaction factors that may lead to turnover have been identified. A brief review of these positive and negative job satisfaction aspects are crucial for most organizations to realize the issues and expenses faced by employee turnover.

Work life balance and Employee Performance

Scientists in the contemporary business world have emerging interest to research the interaction between work life balance and employee performance, minimal work has established strategies that elucidate this connection. Several scientists have documented a clear connection between work-life balance and employee performance (Brower Smith., 2016, & Kim, 2014). Obagieli and Ozochukwu (2015) asserts that work life balance policies drive employee's potential in working effectively and efficiently is a habit that enhance performance. Irrespective of investigator's growing focus on examining the correlation of employee performance and work-life balance microscopic research has explained the machineries

which explain this connection. Kim's (2014) found that the support of employee's commitment has correlation between work-life balance and employee performance. (Asiedu & Appiah., 2013) concludes that work life balance is significant in improving employee performance at work and home.

It has been achieved that the ability to attract, retain and motivate high performance is becoming more appealing and important in modern economic organizational environments. Iqan Iazar (2010) created that the more control an employee has over his life the better able he is to manage work and family. Employee will always work to his best if only he has a balanced life control between his work and personal life. Institution's ability to minimize work-family conflicts gives them the ability to create a positive psychological wealth among their employees which develops their inspired performance (Hao, Wu, Liu, Li, & Wu, 2015). Linking of between employees' work-life balance and employee performance allows impressively through psychological procedures related to employee health.

Work Life Balance and Job Satisfaction

Lee and Noor (2017) in their study they established that there exists a liberal relationship between work-life balance and job satisfaction among working adults in with gender and race as moderators within working groups. Westover et al., (2019) maintains that happy workers are attain more productivity, improved service delivery of quality of work, develop a firm's success and effectiveness while unsatisfied workers are constantly absent from work, late for work, and inclined to resign from the employer. Furthermore Njanti et al. (2016) affirms that apart from that the two heavy concepts are related to each other for work life balance enjoyment and attainment. Bowman (2013) that accomplishment may be related to setting and achieving the goals that we hold in life i.e. job satisfaction, higher learning etc. and pleasure is related not only to want, but also favoritism, fulfillment, love, and a feeling of belonging. Osibanjo et al., 2016) recommends that workers will remain and be contented with their work if they have the sentiments that there is appropriate dependent care. Mohnen and Holly (2012) in their research they confirmed that employees' working hours impact their job satisfaction. Life will routinely give us the value and balance we yearn for when we are identifying and valuing something every day in all the most important parts of our lives.

Satisfaction with supervisors and coworkers enables them to achieve emotional state of empathy, respect, and trust that contributes to more psychological well-being (Haider, Fernandez-Ortiz, and de Pablos, 2017). Kim et al., 2016). Worker's satisfaction is largely imbedded in an organisational structure of common discourse amongst supervisors, subordinates, and colleagues (Kim, Lee, & Wong, 2016; Obschonka & Silbereisen, 2015) Moreover, the incentive is both supported and impeded by help from supervisors and co-workers. Co-worker's and work-life satisfaction is apt to exert an important effect on psychological well-being among employees.

Work-Life Balance and Commitment of Employees

Work-life balance on employees' commitment must be the concern of public employers. Work life balance is a managerial concept that reinforces the efforts of employees to separate their focus in time and vehicles between work and the other significant parts of their lives. It is also significant to generate time for family, friends, public involvement, religiousness, personal development, self-care and others private activities (Hasan et al., 2015). Employees validate purpose and commitment to their work displays to enhanced satisfaction and productivity in their work (Bono, Judge, Patton & Thoresen, 2001). Kadiegu (2018) states that commitment towards self-development, loyalty to meet the demand and responsibilities of the organization as well as organization obligations are essential for individual employee. Oludayo et al. (2015) observed that parental leave, maternity leave, medical leave, annual leave, holiday leave, etc. will cause employees to be loyal and committed to the organization. Darko- Asumadu (2018) affirms that older employees become more dedicated and achieve more success with work-life balance than younger employees.

The researcher continues to suggest that at the advanced stage of their career, older employees may not be in a position to withstand work pressure therefore cuts down their workload which ultimately lessen work-family conflict (Osei-tutu, 2018). Work-life balance perceptions are measurable using socio-demographic characteristics such as gender, marital status, parental status and age. financial institutions can facilitate commitment and work-life balance in their working place where workers are able to make use of paternity leave, study leave and part-time employment to improve work-life balance (Darko-Asumadu, et al. (2017). Industrial social workers should make stakeholders aware of how to balance

their social and work life to achieve both areas and work efficiently and effectively at the workplace and enhance service delivery. Çakmak-Otluoğlu (2012) maintains that management strengthens affective and normative commitment among employee toward an organization and lower the likelihood of employee turnover to a new organization.

Work-Life Balance and Workplace Support

In line with Ferrero (2014) shows that informal support is a manifestation of administrative spearheads' devotion to the employees' welfare in relation to the social exchange theory which influences the intensity of work-life balance, an organization can attain through negative work life balance (Latha, 2015). Workers who enjoy some degree of control over their balance in working experience less stress related ill-health (Obiageli, 2015). Prokreeti Mitra, (2015) ensures that that more experienced employees have lower the organisational role stress and enjoy high level of work-life balance. He further asserts that greater the experience the lower will be organisational role stress and higher will be the level of work-life balance. Implications of work life balance and job stress among software professionals clearly points out that experienced employees do manage the job efficiently and chase away stress compared to other lower experiences batches (Ankireddy Sailaja, 2016).

Work-Life Balance Practices among Female Employees

Economies around the world have started to regard women as a productive portion of human capital that plays a part in development and expansion (Batra & Kumar, 2011). Women of the modern era are as tactfully competent as the male counterparts and the income is no less significant, their work hours along with the workload pressure is not any lesser than a male's (Vusumathi, 2018). Some research has concluded that woman asserted more work life balance need as compared to male. Work life balance is about creating and sustaining positive and healthy work environments, which allows female workers to have balance life between work and personal tasks (Hasan, Kaliammah, Othman &, Sentot, 2015).

isaacs et al. (2017) claim that paid leave policies also impact a family's finances following childbirth, by direct payment of leave and higher chances of mothers staying in the labour force. Married working women with young families struggle to play dual roles and tasks involved in between work and family. They may feel a greater source of mental and physical stress. According to (2015)

employees of the Ministry of Women, Family and Community Development have flexible work schedules in order to meet their needs for work-life balance.

In the view of Baggali and Sahana (2014) Work life balance is a boon for working female so that they can maintain a balance between work and family domain. Imbalance is reported to emerge when an individual performs extremely well in one role and gives up in other role which is equally crucial as indicated by (Anwar et al., 2013).

Work-Life Balance and Employees' Behavioral Outcome

The work-life balance dimensions and its impact on employees' behavioral outcomes has not been well defined in the literature. Where employees are not satisfied with the job or workplace, some of the behavioral outcomes include: turnover intentions, absenteeism and other job-related attitudes (Kodikal, 2017). Work-life balance practices with absence of communication, no distinction between home and work to the trouble faced and while reviewing the policies and when the new management is in favor of that the advantages outweigh the disadvantages (Heath field, 2016). Therefore, organizations' willingness to make work arrangement more flexible will likely increase employees' level of satisfaction and their intention to stay. Nuesch (2017) expressed that flexible work practices is vital in building satisfactory and suitable workplace attitudes that will end in achieving the organizational strategic goals mainly in the extremely competitive business setting that is patented by the progress of refined technology. (Patricia, 2017; Oludayo, et al., 2015) ensured that if employees are provided with opportunities to attend to family and personal matters, it will improve level attitude and of productive engagement.

Conclusion

In spite of various researchers researching all the literature on Work-life balance practices worldwide. The success of an organization is based on employee performance. With the present change in business economy and technology innovation organizations should develop a balanced approach that will give priority and adopt work-life balance at their workplace for their retention in business in worldwide and minimization of overheads they incur. The management needs to ensure the work-life balance practices are done to encourage the employees' desire and organizational productivity will improve, too, to benefit employee retention, trust, and loyalty while cutting back on the

employees' turnover for conserving all expenses which are being spent and continue being competitive.

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